

# Evaluation of school feeding support activities in Benin, Cameroon and Senegal from 2022 to 2025

## Summary Terms of Reference

June 2025

This multi-country evaluation of WFP's support to school feeding in Benin, Cameroon and Senegal from 2022 to 2025 is jointly commissioned by the three country offices, supported by WFP's Office of Evaluation (OEV) and conducted in close consultation with government agencies in charge of school feeding in the three countries.

### Subject and purpose of the evaluation

WFP's support to school feeding in the three countries can be classified into three categories: (1) direct support for the management and supply of school canteens; (2) support for local purchases and local production of food to supply canteens; and (3) strengthening the capacity of public services in terms of policies and strategies and in the management, monitoring and supply of school canteens.

Specifically, in Benin, WFP supported the National Integrated School Feeding Programme (PNASI) helping to expand its coverage to up to 75% of public primary schools. WFP supported supply chain optimization and the strengthening of national analytical systems, among others. In 2024, the management of canteens in the vast majority of schools was transferred to the Government, WFP is continuing through a local school feeding "plus" pilot initiative its support in 400 vulnerable schools, supporting their supply through local production and introducing, among other things, clean cooking technologies and cash transfers.

In Cameroon, since 2022, WFP has implemented a mixed model combining emergency school feeding and a school feeding programme based on local production. Emergency school feeding has been gradually reduced in scope, from 72,000 students in 2022 to 32,100 students in 2024. In contrast, home-grown (locally purchased) school feeding has expanded significantly, providing nutritious school meals to nearly 72,000 students in 107 schools in 2024. WFP also supported the development of the National School Feeding Strategy, which was technically validated in 2024, in particular by carrying out a SABER-SF analysis to diagnose national capacities.

In Senegal, WFP has implemented an integrated approach combining universal school feeding,

strengthening local food systems and supporting national governance. Between 2020 and 2022, the program reached nearly 250,000 children in 1,254 schools, but its numbers decreased in the face of funding constraints to about 65,000 students for 2024-2025. The programme has also integrated initiatives to promote women's empowerment and social inclusion. To ensure the sustainability of the efforts undertaken, WFP has supported the establishment of the National School Feeding Programme (PNCS).

This decentralized evaluation will assess WFP's contributions to school feeding programmes in the three countries by establishing plausible causal relationships between the outputs of WFP's activities, the implementation process, the operating environment, and changes in objectives, including any unintended consequences.

The evaluation will adopt the standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability and impact.

### Evaluation objectives and stakeholders

This evaluation will meet the dual objectives of accountability and learning. On the one hand, it will examine the performance and results of WFP's support to school feeding programmes in the three countries, to report to stakeholders on the dedicated efforts and the optimal use of the resources allocated. On the other hand, it will examine whether the support provided by WFP was relevant to the needs and priorities of governments and targeted populations, and to the context of each country. It will examine the reasons for achieving or not achieving the expected results, thus providing lessons learned, good practices and recommendations for the future.



From its conception, the evaluation will involve various internal and external WFP stakeholders, such as relevant government agencies, relevant WFP country and regional offices, other UN agencies, cooperating partners and donors. The evaluation will collect and take into account the views of many key local stakeholders (school principals, teachers, cooks, students and their parents, canteen management committees, local merchants and producers, etc.).

## Key Evaluation Questions

The evaluation will address the following questions:

### **EQ1 - To what extent does WFP's support to the national school feeding programme respond to national and local priorities, and the needs of affected populations?**

The evaluation will assess the alignment of WFP support with national policies and priorities and the level of participation of civil society and community actors in the design, implementation and monitoring of interventions. It will assess the extent to which WFP support meets the needs of all school-aged girls and boys and communities, and in particular the most vulnerable.

### **EQ2 - To what extent have WFP's support activities been consistent with each other and with other interventions in the country?**

The evaluation will assess the logic and coherence of the results framework, the assumed cause-and-effect linkages and the assumptions of success of WFP interventions. It will verify the alignment of WFP support with WFP's organizational and country policies, strategies and guidelines in terms of support to school canteens, local procurement, protection and risk management, and assess the coherence of WFP's interventions with those of other actors.

### **EQ3 - To what extent has WFP's support delivered the expected outputs?**

The evaluation will assess the extent to which WFP has delivered quality activities and outputs in the quantities and scales intended, and whether the targeting of populations (girls, boys, women, men and persons with disabilities) most in need of WFP assistance has been effective.

### **EQ4 - To what extent has WFP been successful in optimizing the use of available resources and time?**

The evaluation will assess whether interventions were implemented in the most cost-effective and timely manner without sacrificing quality and inclusion of harder-to-reach populations. It will assess the quality of the management and monitoring of activities by WFP, the Government and their partners. It will also compare the cost-benefit ratio of supplying canteens from local production with other forms of supply.

### **EQ5 - To what extent has WFP's support contributed to the objectives of the national school feeding programme and to WFP's strategic objectives?**

The evaluation will examine how WFP support has contributed to improving the learning, health and nutrition of school-aged children, including those with disabilities. It will also analyse the effects on smallholder farmers as well as on the capacities of national institutions to manage the school feeding programme.

### **EQ6 - To what extent can the results be sustained and amplified in the long term?**

The evaluation will analyse the extent to which the political, institutional and financial conditions are in place for WFP's national and local partners to continue the trajectory of improving the school feeding programme in an autonomous manner. It will focus on the economic, environmental and social sustainability of the different canteen supply models promoted by WFP and the conditions for the reproduction of these models.

The evaluation will focus on selected **learning themes**, including the performance of local production-based supply systems compared to other forms of supply of school canteens; and the effectiveness of WFP support in terms of strengthening national and local capacities to manage and monitor a quality school feeding programme, in view of a progressive hand-over from WFP.

In a cross-cutting manner, the evaluation will focus on understanding the extent to which gender equality, women's empowerment and disability inclusion issues have been integrated into the design, implementation and monitoring of WFP support.

## Methodology and ethical considerations

The evaluation will use a theory-based approach to estimate the effectiveness and impact of WFP support. To ensure impartiality and minimize bias, the evaluation approach will rely on mixed methods and different data sources that are systematically triangulated. In order to control costs, the evaluation will to the extent possible be based on reliable secondary data available. The primary data collection will combine individual and group interviews, direct field observations and quantitative surveys.

The approach will consider gender equality and women's empowerment, equity and inclusion, and ensure that the views and voices of diverse groups (men, women, boys, girls, older adults, persons with disabilities, and other possibly marginalized groups) are collected and considered.

The evaluation will follow the [United Nations Evaluation Group \(UNEG\) ethical guidelines for evaluation](#) (integrity, accountability, respect and beneficence). In collecting, managing and using any information concerning

children, the assessment team will follow the laws in force in each country as well as the principles of responsible information for children ([Responsible Data for Children – RD4C](#)) and the [Charter on Ethical Research Involving Children](#). Personal data will be processed in accordance with the principles of fair and legitimate processing.

## Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a set of expertise relevant to the various technical areas and country contexts. A technical officer from each WFP lead partner agency will be invited to participate in the evaluation of WFP support in another country.

**EVALUATION COMMITTEE:** It will approve the results of the evaluation, ensure the independence and impartiality of the evaluation at all stages, participate in discussions with the evaluation team, and oversee the process of preparing the management response to the evaluation recommendations. The Regional Evaluation Unit of OEV will provide the secretariat for the Evaluation Committee.

**EVALUATION MANAGEMENT GROUP:** The evaluation will be managed by a group of three co-managers from each country office. They will be the main intermediaries between the evaluation team – represented by the team leader – and WFP, and will ensure that the implementation process runs smoothly and that quality standards in terms of process and content are met. The Regional Evaluation Unit of OEV will provide the secretariat for the management group and provide support throughout the process.

**EVALUATION REFERENCE GROUP:** This is an advisory group that will inform the evaluation and provide feedback on the evaluation products. It will be guided by the principles of transparency, ownership, use and accuracy, and will be composed of the Evaluation Committee, Programme Managers, Monitoring and Evaluation Officers, Heads of School Feeding Units and any other relevant WFP staff. It will also include representatives of the Government, donors, cooperating partners and other relevant national actors.

**STAKEHOLDERS:** WFP's key stakeholders are expected to be involved in the entire evaluation process in a way that ensures relevance and transparency. External stakeholders such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted.

## Timeline and milestones

**Inception – July to October 2025:** The evaluation team will deepen its knowledge of the subject matter of evaluation and develop the methodology and detailed planning of the evaluation.

**Data collection – November 2025 to October 2026:** For each country, the fieldwork will span 2-3 weeks and will include interviews at the capital and intervention area levels, and visits to schools and food production sites for canteens. A presentation of the preliminary results will be carried out in the form of a debriefing meeting at the end of each mission.

**Data analysis and reporting – January 2026 to May 2027:** After each field mission, the evaluation team will immediately prepare the evaluation report for the country which will present the country-specific evaluation findings, conclusions and recommendations.

**Multi-country summary and regional workshop – March to May 2027:** Once the third country report has been finalized, the evaluation team will produce a multi-country summary, which will include the main findings and lessons from the three country evaluations. A regional workshop will be organized with stakeholders in May 2027 to promote the dissemination and ownership of the results and recommendations by stakeholders.

**Dissemination:** The results will be widely disseminated and the final evaluation reports and multi-country summary will be made available to the public on the WFP website.

The full terms of reference are available at: [add link WFP.ORG](#)