

Evaluation of Madagascar WFP country strategic plan 2024–2028

Terms of reference

October 2026



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1. Introduction

1. Country strategic plan evaluations (CSPEs) are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). The Madagascar CSPE provides an opportunity for the Country Office (CO) to benefit from an independent assessment of the relevance, effectiveness, efficiency and sustainability of WFP's programme of work in Madagascar, while generating evidence, lessons learned and strategic recommendations to inform the design of the new Country Strategic Plan (CSP) for Madagascar, scheduled for Executive Board approval in November 2028.
2. These terms of reference (ToR) were prepared based upon an initial document review and consultation with stakeholders. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to specify expectations during the various phases of the evaluation.
3. The ToR are structured as follows: Section 2 presents the 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 methodological approach and ethical considerations; and section 6 indicates how the evaluation will be organized.

2. Objectives and stakeholders

2.1. Objectives

4. 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 Madagascar; and 2) provide accountability for results to WFP stakeholders.

2.2. Key stakeholders and partners

Country Strategic Plan Evaluation stakeholders

5. The evaluation will seek the views of, and aim to be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of the CSPE are the WFP Madagascar country office, the Eastern and Southern Africa Regional Office (ESARO) and Global HQ technical divisions. Other key stakeholders include the Executive Board (EB), the targeted populations, the Government of Madagascar, 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.
6. The CSPE will seek to engage with affected populations, including smallholder farmers, families with school aged children, pregnant and lactating women and girls. Particular attention will be paid to young people, women, and people with disabilities.

Key partners in Madagascar

7. WFP's key **governmental partners** are the Ministry of Agriculture and Livestock, the Ministry of National Education, the Ministry of Public Health, the national nutrition office under the Prime Minister's office, the Ministry of Population and Solidarity, the National Office for Disaster Risk and Management (BNGRC) and the Directorate General for Meteorology (DGM).
8. WFP works closely with several **UN partners**, including, among others, the United Nations Children's Fund (UNICEF) on school feeding, the International Labour Organization (ILO) on decent employment, food security, and climate resilience, and the Food and Agriculture Organization (FAO) on

livelihoods and food systems enhancement.

9. The **main donors** supporting WFP work in Madagascar are the Government of Madagascar, the United States of America, Germany, the Republic of Korea and the European Commission (more details found in Section 3.2 – The subject of the evaluation).

10. WFP has also engaged with **international financial institutions** such as the World Bank, the International Monetary Fund (IMF) and the International Fund for Agricultural Development (IFAD), with the objective to mobilize additional resources and ensure that national systems channel broader streams of investment towards vulnerable communities.

11. At present, WFP Madagascar collaborates with a roster of 28 **cooperating partners** (CPs), of which 25 are local, to support programme delivery and drive operational results in integrated programming across emergency nutrition, school feeding, and resilience.

3. Context and subject of the evaluation

3.1. Humanitarian and development challenges

12. Madagascar ranks among the lowest-performing countries on the Human Development Index (HDI). Latest data place the country 183rd out of 193 countries and territories, reflecting persistent shortcomings in health outcomes, educational attainment and living conditions.¹

13. These development challenges are rooted in long-standing structural constraints. The 2022 United Nations Common Country Analysis portrays Madagascar as a country marked by widespread vulnerability and social exclusion, where rapid population growth, recurring crises and external shocks continue to undermine development progress.²

14. As a result, poverty remains pervasive. Madagascar, which is home to approximately 32 million people³, is among the **poorest countries** in the world, with an estimated 80 percent of the population living below the international poverty line of USD 2.15 per day (2017 PPP) in 2024.⁴

15. Madagascar faces major challenges in **education access**, retention and learning outcomes. UNICEF estimates that only one in three children completes primary education, and learning outcomes remain particularly weak: by the end of primary school, only 17 percent of students achieve minimum reading competencies and 20 percent attain minimum mathematics competencies.⁵

16. Despite accounting for only 0.09% of global greenhouse gas emissions, Madagascar is considered among the countries most vulnerable to **climate-related shocks** and among the least prepared to address their impacts. Over the last two decades, the country has experienced 35 cyclones, eight major floods and five severe droughts, a threefold increase in climate-related shocks compared with the previous 20-year period.⁶

17. **Agriculture** contributes to around 25 percent of GDP and provides livelihoods for approximately 80 percent of the population. However, the sector is dominated by low-productivity smallholder farming and is constrained by limited access to finance, low levels of education and technical knowledge, as well

¹ <https://hdr.undp.org/data-center/country-insights#/ranks>

² Nations Unies. 2022. *Analyse commune de pays du Système des Nations Unies à MADAGASCAR*.

³ Source: <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=MG>

⁴ World Bank. 2025. *Madagascar Poverty and Equity Brief: October 2025*.

⁵ <https://www.unicef.org/madagascar/en/programme/education#programme-challenge>

⁶ World Bank. 2024. *Madagascar Country Climate and Development Report*.

as recurrent climate shocks.⁷

18. **Environmental degradation** remains a major challenge in Madagascar, as the country is characterized by continued deforestation, land degradation, water scarcity and unsustainable use of natural resources.⁸

19. **Access and connectivity** remain another major development constraint. Weak transport infrastructure, geographic remoteness as well as the recurrent climatic shocks contribute to uneven access to markets, basic services and livelihood opportunities, particularly in rural and isolated areas. These challenges reinforce territorial inequalities and heighten the vulnerability of affected populations to food insecurity and other shocks.⁹

Food security and nutrition

20. Food security remains a major concern in Madagascar, particularly in the southern and eastern regions of the country. The June 2026 nationwide Emergency Food Security Assessment (EFSA), covering 120 districts and over 10,000 households, found that 40 percent of households are food insecure nationwide.¹⁰

21. According to the latest IPC Acute Food Insecurity Analysis¹¹, approximately 2.12 million people were classified in **IPC Phase 3 or above** (Crisis or worse) during the June-September 2026 period, including more than 183,000 people in IPC Phase 4 (Emergency).

22. While this represents an improvement compared with the 2.57 million people classified in IPC Phase 3 or above during March-May 2026 following seasonal harvests, conditions in the *Grand Sud*¹² have deteriorated considerably, with the population facing Emergency conditions increasing from 25,000 to 183,000 people (Figure 1).

23. The situation is projected to worsen further during the October 2026-February 2027 lean season, when approximately 3.72 million people are expected to face IPC Phase 3 or above, including nearly 426,000 people in IPC Phase 4, driven by depleted food stocks, high food prices, climate-related shocks, and insufficient humanitarian assistance. (Figure 2)

⁷ Madagascar CSP (2024-2028)

⁸ [FAO. 2024. Appui à l'amélioration de la gouvernance et du financement du secteur forestier à Madagascar](#)

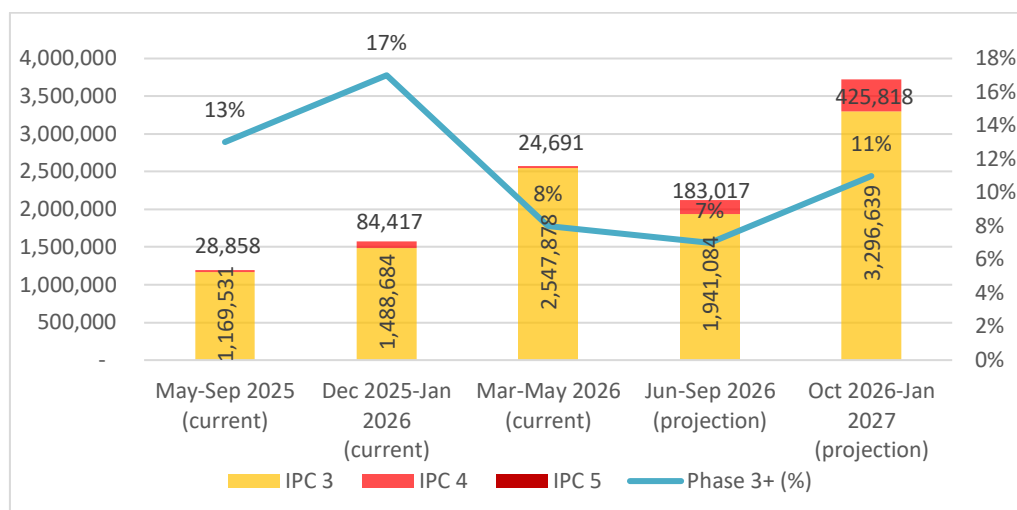
⁹ [Nations Unies. 2022. Analyse commune de pays du Système des Nations Unies à MADAGASCAR](#) and Madagascar CSP (2024-2028) [link](#)

¹⁰ [Country Brief August 2026](#)

¹¹ [Madagascar: Acute Food Insecurity Situation for December 2025-January 2026 and Projection for February-April 2026 | IPC - Integrated Food Security Phase Classification](#)

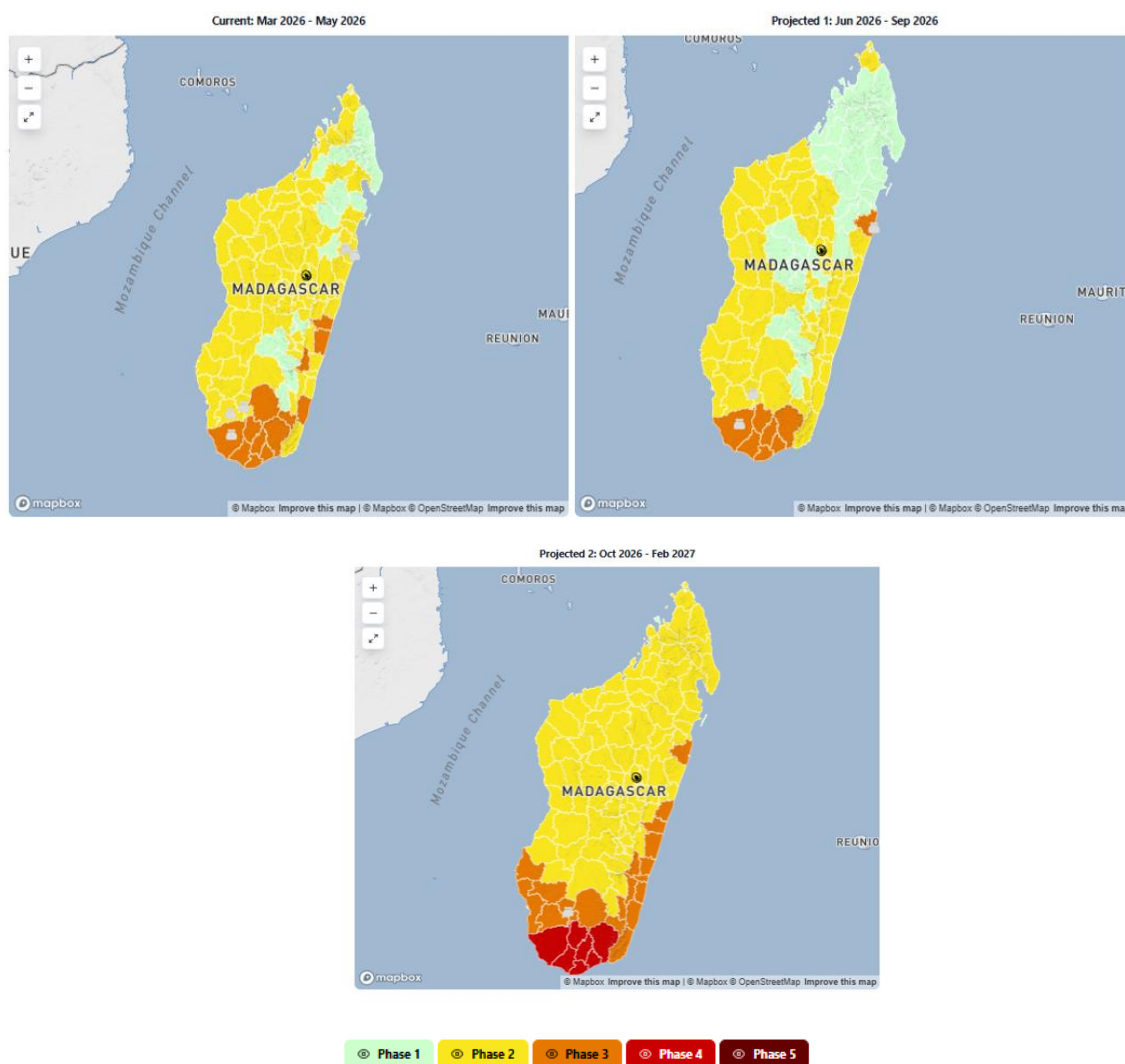
¹² The Great South (*Le Grand Sud*) in Madagascar refers to the arid, southernmost region of the country, administratively comprising the Atsimo-Andrefana, Androy, and Anosy regions.

Figure 1: IPC trends May 2025-January 2027 (projection)



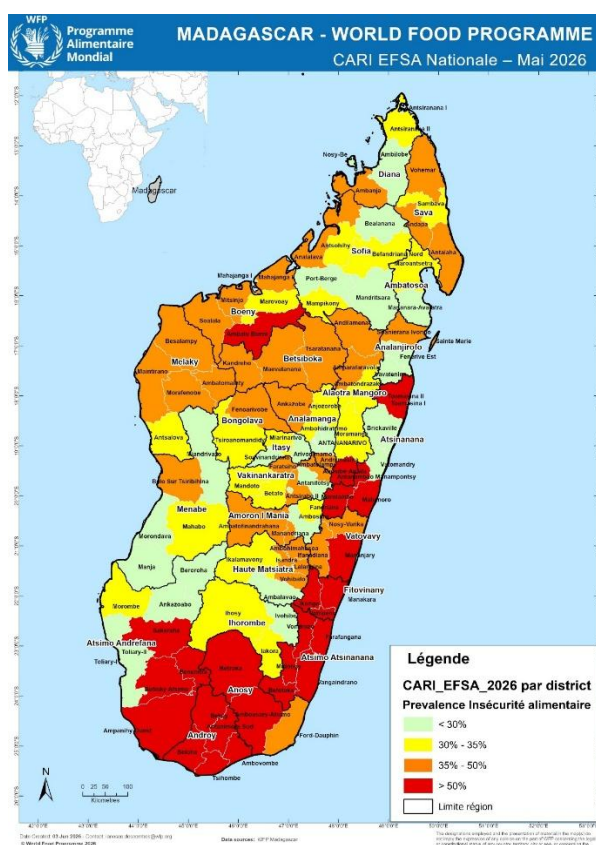
Population analysed: 8.8 million for May-Sep 2025 analysis; 9.5 million for Dec 2025-Jan 2026 analysis; 32.7 million for Mar 2026-Jan 2027 analyses.

Figure 2: IPC maps as per latest report May 2026- February 2027



Source: <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1165106?iso3=MDG>

Figure 3: Prevalence of food insecurity as per latest Emergency Food Security Assessment, May 2026



Source: WFP, CARI Emergency Food Security Assessment, May 2026

24. Since 2022, Madagascar has continued to experience a high burden of child malnutrition, with rates remaining among the highest in the world. According to the latest available data¹³, approximately 40 percent of children under five (approximately 3.2 million) are stunted, while around 7 percent (approximately 560,000) suffer from wasting (acute malnutrition). The latest IPC report highlights that between May 2026 and April 2027 an estimated 78,000 children and 20,834 pregnant or breastfeeding women are expected to suffer from severe acute malnutrition (SAM).

National policies and international frameworks relevant to WFP

25. Madagascar's national policy framework prioritizes nutrition, social protection, school feeding, resilience, and sustainable food systems. Key policies include the National **Nutrition Policy (2022-2030)**¹⁴ and the **Multisectoral National Nutrition Action Plan (2022-2026)**¹⁵, which promote a coordinated approach to reducing malnutrition and improving human development outcomes, particularly for women, children, and vulnerable populations.

26. The Government aims at also strengthening social protection systems through the **Social Protection National Policy (PNPS) 2015-2030**¹⁶, with a focus on expanding safety nets and shock-responsive mechanisms to help vulnerable households cope with recurrent economic and climate-

¹³ <https://data.unicef.org/topic/nutrition/malnutrition/#data>

¹⁴ Politique Nationale de Nutrition 2022-2030 <https://office-nutrition.mg/download/politique-nationale-de-nutrition-2022-2030/>

¹⁵ Plan d'action multisectorielle pour la nutrition 2022-2026 <https://office-nutrition.mg/download/pnamn/>

¹⁶ Politique Nationale de Protection Sociale (2015) [https://www.unicef.org/madagascar/media/8636/file/Politique%20Nationale%20de%20Protection%20Sociale%20\(PNPS\).pdf](https://www.unicef.org/madagascar/media/8636/file/Politique%20Nationale%20de%20Protection%20Sociale%20(PNPS).pdf)

related shocks, while contributing to poverty reduction and human capital development.

27. A major policy priority is the **National School Feeding Programme**, which aims to improve school attendance, retention, learning outcomes¹⁷, nutrition, and food security among school-age children. The programme adopts a home-grown school feeding approach that sources food from local smallholder farmers¹⁸

28. Madagascar's development agenda emphasizes resilience, climate adaptation, disaster risk management, and sustainable food systems. These priorities are reflected in the **Plan Émergence Madagascar (PEM)**, which promotes agricultural development, social protection, and human capital development to improve food security and strengthen resilience to recurrent shocks.¹⁹

29. The **United Nations Sustainable Development Cooperation Framework (UNSDCF) 2024-2028 for Madagascar**²⁰ provides the overarching framework for UN support to the country's development agenda. It focuses on four strategic priorities: (i) strengthening governance, rule of law and security; (ii) developing human capital through improved access to health, nutrition, education and social protection; (iii) increasing productivity, employment and decent incomes; and (iv) promoting sustainable, resilient and inclusive environmental management, including climate adaptation and resilience to shocks.

International assistance

30. Humanitarian assistance's appeals for Madagascar decreased by 69 percent from 2022 (219 USD million) to 2026 (68 USD million), with funding levels at 88 percent on average per year, reaching its peak in 2024. In the period 2022-2026, WFP was by far the largest UN agency recipient of funding, accounting for 70 percent of funding received cumulatively, despite a major drop in 2025 (minus 93 percent compared to 2024).²¹

31. According to OCHA, "since 2020, humanitarian response capacities have become increasingly insufficient due to reduced presence of non-governmental organizations, funding constraints, limited physical access and inadequate emergency stocks".²²

32. Official development assistance to Madagascar has increased from USD 1.1 billion in 2022 to USD 1.2 billion in 2024, although the longer trend has been a slight decrease from USD 1.4 billion in 2020.

3.2. The subject of the evaluation

33. WFP has been present in Madagascar since 1963. Since the introduction of the WFP Country Strategic Plan framework, WFP actions in Madagascar have been framed around two CSPs. Broadly the current **CSP 2024-2028 focuses on the same key themes** as the **previous CSP (2019-2023)** providing crisis response to shock-affected vulnerable population and other acutely food insecure people; addressing malnutrition; supporting smallholder farmers' resilience and access to markets; and strengthening government capacity to manage food security, nutrition and social protection programs.

34. However, the CSP 2024-2028 aimed to introduce some key strategic shifts, including:

- **leveraging national social protection systems:** WFP intended to increase the use of social protection systems and programmes to prevent and mitigate future crises, including through expanding home-grown school feeding programme.
- **stronger nutrition systems:** building on its support to nutrition governance, WFP aimed to expand technical assistance to the national nutrition office, with emphasis on improving the

¹⁷ According to latest data available, 94% of children are considered learning poor, meaning they cannot read and understand a simple text by age 10. Primary school completion rates reached 62% for girls and 57% for boys in 2022, but many students struggle to progress successfully through the education system. Source: [UNESCO Country Brief](#)

¹⁸ Madagascar Annual Country Report 2024

¹⁹ Madagascar Annual Country Report 2024

²⁰ https://unsdg.un.org/sites/default/files/2023-11/Madagascar_Cooperation%20Framework_2024_2028.pdf

²¹ <https://fts.unocha.org/countries/133/summary/2026>

²² <https://www.unocha.org/madagascar>

availability, access to, demand for and consumption of nutrient-dense foods.

- **deepen early action and resilience programming:** WFP aimed to strengthen the resilience of rural and urban communities, including through climate risk financing for smallholder farmers.
- **water-energy-food nexus as an entry point for rural transformation:** building on integrated resilience programming and solar-powered modular community hubs WFP aimed to provide sustainable off-grid energy solutions and related services.
- **shift towards nationally led food security and nutrition systems:** supporting the Government in developing policies and systems that enable greater autonomy in managing food security, nutrition strategies and gender mainstreaming.
- **strengthen cross-cutting commitments:** the CSP 2024-2028 gives stronger emphasis to gender mainstreaming, while also addressing environmental safeguards, social accountability and inclusion.

35. A detailed overview of the Madagascar CSP 2024-2028 strategic outcomes and activities is presented in Table 1.

Table 1: Madagascar CSP (2024-2028), overview of strategic outcomes and activities

Strategic outcome	Activities	Modalities
SO1: People in Madagascar affected by seasonal or other shocks are prepared and able to meet their immediate food and nutrition needs throughout the year	A1: Provide food assistance, nutrition and livelihood support to people in anticipation of and in response to seasonal or other shocks, leveraging national social protection systems and improving emergency preparedness	Food Cash-based transfer
SO2: By 2030, targeted groups at risk in Madagascar, especially young children and pregnant and breastfeeding women and girls, are part of the national social protection scheme and have improved nutrition and education outcomes , which contributes to enhanced human capital development	A2: Provide locally or regionally sourced, safe, high-quality and nutritious school meals for girls and boys A3: Provide nutrition services for groups at risk – in particular, pregnant and breastfeeding women and girls, adolescent girls, children and people affected by HIV and tuberculosis – to prevent all forms of malnutrition through a nutrition multisectoral community approach and leveraging the implementation of the national nutrition multisectoral action plan	Food Cash-based transfer
SO3: By 2030, targeted communities in Madagascar benefit from productive, inclusive and sustainable food systems that contribute to improved food diversity, livelihoods and resilience to shocks, in particular climate and economic shocks	A4: Provide assistance to smallholder farmers and value chain actors, particularly women and young people, by offering innovative technologies, skills, financing tools, remunerative market outlets, post-harvest management and value addition technologies and environmentally inclusive asset creation with the aim of promoting resilient and nutritious value chains and the adoption of diverse, climate-adaptive livelihoods	Food Cash-based transfer
SO4: By 2030, the Government and national stakeholders will have enhanced capacity to manage equitable and inclusive food and nutrition programmes , along with systems for social protection, emergency preparedness and early response	A5: Provide technical assistance and transfer knowledge on emergency preparedness, early action, disaster risk reduction and shock-responsive adaptive programming to the Government and partners to the design, coordination and implementation of national development policies and programmes, including through evidence generation	Capacity strengthening

Strategic outcome	Activities	Modalities
SO5: Government, humanitarian and development actors in Madagascar have improved access to mandated and on-demand services and benefit from innovative solutions that enable the delivery of timely and cost-efficient assistance	A6: Provide logistics and coordination services to the humanitarian community and partners through the logistics cluster A7: Provide telecommunications services to government and humanitarian and development partners to support their assistance interventions in an efficient and timely way A8: Provide aviation and air operation services to government and humanitarian partners to facilitate access to humanitarian intervention areas A9: Provide on-demand services and expertise for humanitarian and development partners to support their assistance interventions in an efficient and timely way	Service delivery

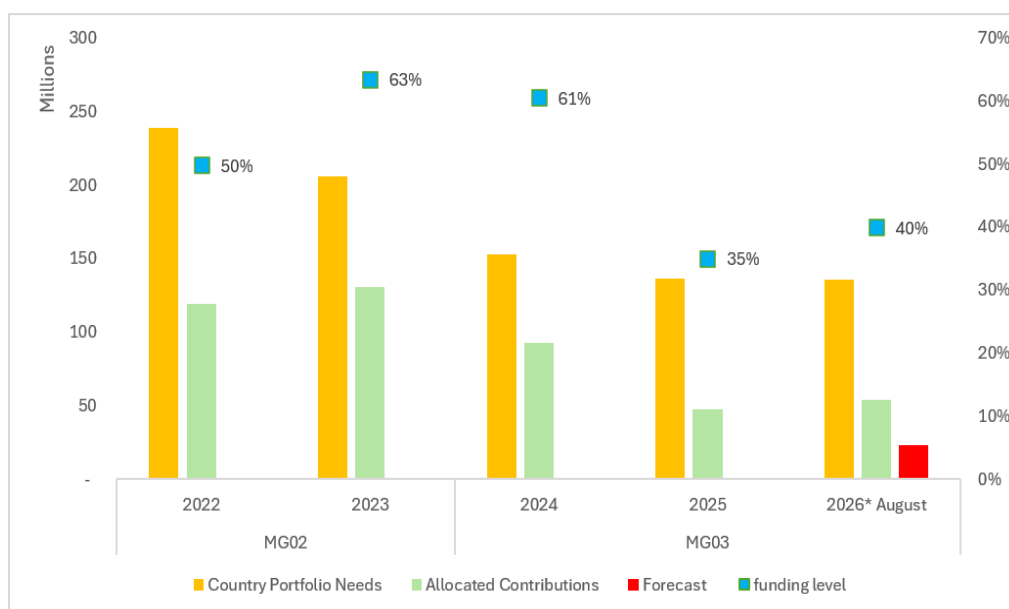
Source: CSP Madagascar (2024-2028)

Financial overview

36. By the end of its implementation, the CSP 2019-2024²³ had been funded at 65 percent of its total NBP, amounting to USD 655.5 million^{24,25}. As of August 2026, approximately two and a half years into implementation, the CSP 2024-2028²⁶ mobilized around USD 255 million, representing approximately 39 percent of its total CPN requirements (USD 659.2 million).²⁷

37. The CSPs annual funding situation deteriorated significantly over the evaluation period, falling from 63 percent of requirements funded in 2023 to only 35 percent in 2025. Although funding levels improved slightly in 2026, reaching 40 percent as of August, the operation continued to face substantial funding gaps, with less than half of identified needs covered (Figure 3).

Figure 4: Madagascar Yearly Country Portfolio Needs and Allocated Resources (2022-2026)



Source: FACTory, Country Historical and Forecasts Report- data extracted on 26 August 2026

²³ CSP code: MG02

²⁴ As per Budget Revision 5 -December 2023

²⁵ ACR 2023

²⁶ CSP code: MG03

²⁷ FACTory Resource Situation Report- extracted on 28 August 2026

38. Funding allocation across SOs is uneven. Under CSP 2024-2028, SO3 received the highest level of funding, with 50 percent of its requirements covered, followed by SO1 at 39.7 percent. SO2 was funded at 22 percent of requirements, while SO4 remained severely underfunded, receiving less than 1 percent of the resources needed (see Table 2).

Table 2: CSP Madagascar (2024-2028) cumulative financial overview

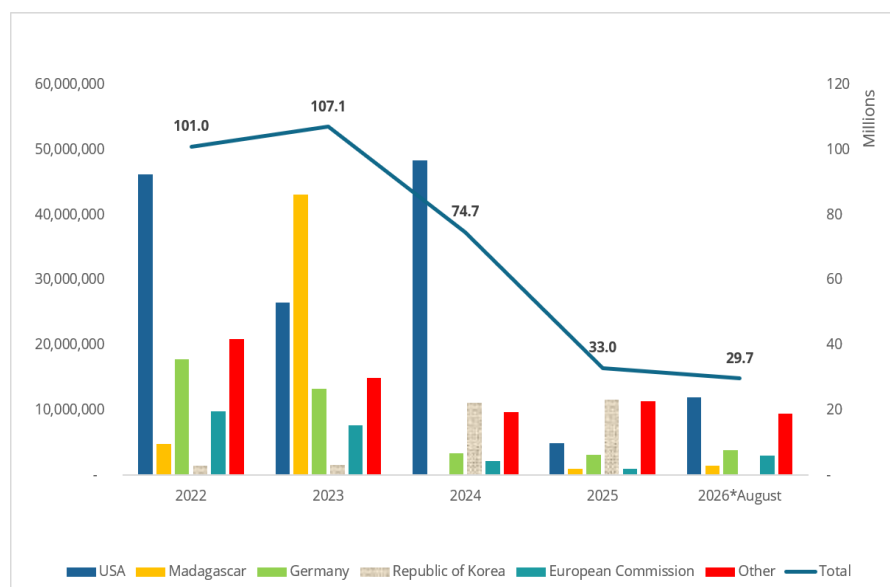
Focus Area	Strategic outcome	Activity	CPN (USD)	Cumulative allocated contributions (USD)	Resourcing level (%)
Crisis response	SO 1	Act. 1 - Unconditional resource transfers	229,996,193	91,328,521	39.7%
	Sub-total SO 1		229,996,193	91,328,521	39.7%
Resilience building	SO 2	Act. 2 - School meal programme	176,553,589	31,745,971	18.0%
		Act. 3 - Malnutrition prevention and treatment	68,796,254	15,215,486	22.1%
		Non-Activity Specific		8,303,947	not applicable
	Sub-total SO 2		245,349,842	55,265,404	22.5%
	SO 3	Act. 4 - Smallholder agricultural market support	66,284,964	33,183,441	50.1%
		Non-Activity Specific		50,574	not applicable
	Sub-total SO 3		66,284,964	33,234,015	50.1%
	SO 4	Act. 5 - Technical assistance to Governement and partners	15,483,903	127,954	0.8%
	Sub-total SO 4		15,483,903	127,954	0.8%
Crisis response	SO 5	Act. 6 - Logistics Cluster	2,649,706	789,121	29.8%
		Act. 7 - Emergency Telecommunications Cluster	4,393,272	188,584	4.3%
		Act. 8 - Aviation and air operation services	20,653,092	7,363,023	35.7%
		Act. 9 - On-demand Services	1,427,458	137,927	9.7%
	Sub-total SO 5		29,123,527	8,478,655	29.1%
Non SO Specific				2,084,445	not applicable
Total Direct Operational Cost			586,238,429	190,518,994	32.5%
Direct Support Cost (DSC)			32,881,864	12,911,996	39.3%
Indirect Support Cost (ISC)			40,144,812	9,818,655	24.5%
Grand Total			659,265,106	213,249,645	32.3%

Source: SPA Plus, Madagascar Annual Country Report 2025

39. Since 2022, the **United States has been the largest donor**, providing almost 40 percent of the total resources mobilized under the two CSPs combined. Its contribution peaked in 2024, when it accounted for 65 percent of all resources received by WFP for CSP implementation, and before drastically **declining in 2025**, with contributions **falling by nearly 90 percent** compared to the previous year.

40. The Government of Madagascar ranks as the second-largest funding contributor, accounting for 15 percent of total resources mobilized over the evaluation period cumulatively. Germany and the Republic of Korea also emerged as important donors, with the Republic of Korea playing a particularly prominent role in 2025, when its contribution represented more than one-third of the year's total funding (Figure 5).

Figure 5: Top donors' direct contributions by year, USD (2022-August 2026)



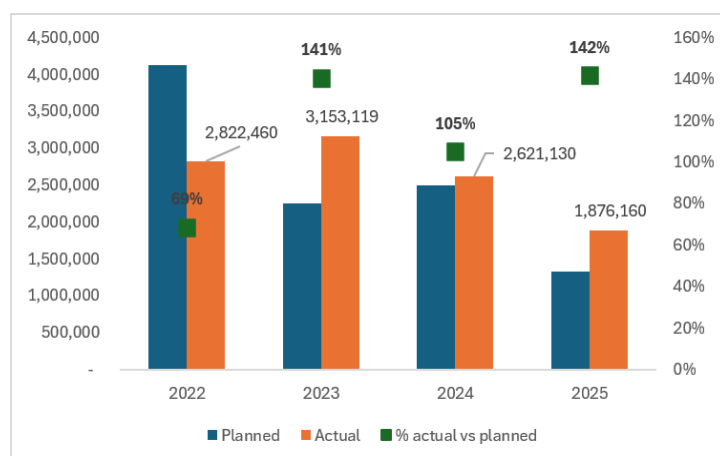
Source: Distribution Contribution and Forecast Stats 24 August 2026

Beneficiaries

41. The annual number of actual beneficiaries remained relatively stable between 2022 and 2024, with an average of approximately 2.8 million people assisted each year. In 2025, the number of beneficiaries declined by 28 percent compared to the previous year, falling to 1.9 million people. This represents an overall reduction of more than one-third (34 percent) compared with the 2022 caseload (Figure 6).

42. WFP has consistently exceeded its planned beneficiary targets over the last three years, providing assistance to 130 percent of the planned beneficiaries on average per year (Figure 6). According to the Annual Country Reports (ACRs), this can be explained by a combination of increased humanitarian needs, additional donor funding, and operational adjustments. Recurrent climate shocks, particularly cyclones and droughts, led WFP to scale up assistance, enabled by additional donor contributions for expanded emergency responses. 2025 ACR further noted that higher-than-planned caseload was partly achieved by shortening the duration of assistance, allowing available resources to be distributed among a larger number of beneficiaries.²⁸

Figure 6: WFP beneficiaries in Madagascar, 2022-2025



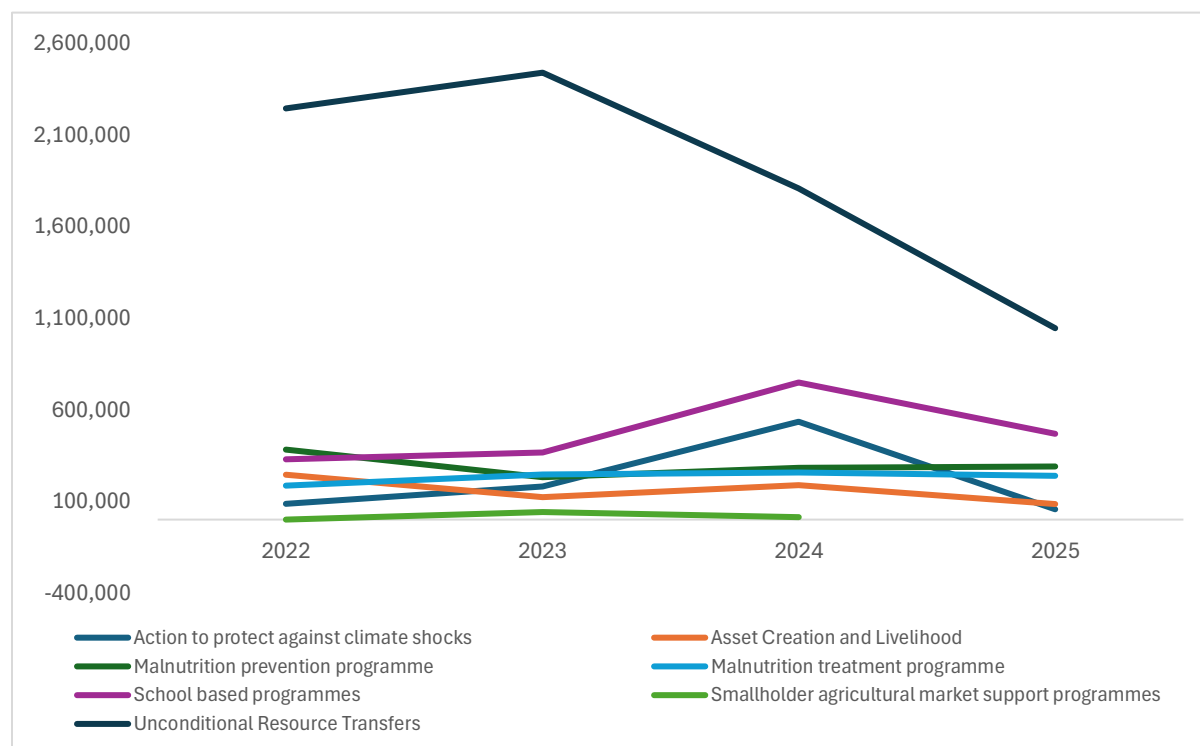
Source: ACR datasets 2022-2025

²⁸ Madagascar Annual Country Reports 2023-2025

43. At the same time, higher-than-planned beneficiary caseloads was associated with a low achievement rate for food distributions and cash transfers²⁹, as well as insufficient nutritional value of the distributed rations.³⁰

44. URT beneficiaries represented an average of 57 percent of all people assisted annually between 2022 and 2025, making them the largest beneficiary group. They were followed by beneficiaries of the school meal programme (15 percent) and malnutrition prevention activities (12 percent). Over the period, the number of URT beneficiaries more than halved, declining from 2,242,805 in 2022 to 1,043,936 in 2025 (see Figure 7). This decline largely reflects the exceptionally high caseloads generated by large-scale cyclone and drought responses in 2022–2023, alongside reduced funding and operational prioritization in 2024–2025.³¹

Figure 7: Actual beneficiaries by programme area (2022-2025)



Source: ACR datasets 2022-2025

45. The distribution of assisted men and women remained broadly balanced (see Figure 7). Regarding age groups, people aged 18-59 years and children aged 5-11 years consistently represented the largest groups of beneficiaries, accounting on average for 36 percent and 26 percent, respectively, each year.³²

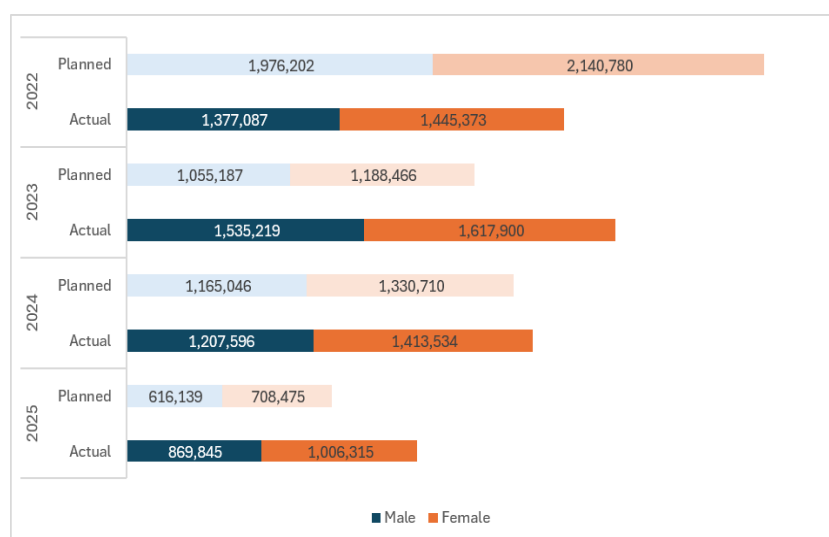
²⁹ ACR 2022-2025 data files

³⁰ According to available data, nearly 99 per cent of the rations distributed in both 2023 and 2024 were classified as nutritionally inadequate. Source: Nutrition Division, Monitoring Evaluation, Research, Learning and Innovation Unit.

³¹ ACRs 2022-2025.

³² ACR 2022-2025 data files

Figure 8: WFP beneficiaries in Madagascar 2022-2025, by gender



Source: ACR datasets 2022-2025

Staffing and institutional structure

46. WFP country office in Madagascar currently has 274 employees, of which 38 percent are women. The majority of employees are national staff – 88 percent – and 53 percent are long-term employees.³³

47. Overall, WFP presence in Madagascar is very dispersed and the organization faces major logistics challenges in reaching vulnerable populations in remote areas of the Great South. In addition to the country office in Antananarivo, WFP also has sub-offices in Ambovombe, Ampanihy, Bekily, Fort-Dauphin/Toalagnaro, Manakara, Toamasina, Toliara and Tsihombe.³⁴

Recent evaluations and audits

48. The evaluation of the previous Country Strategic Plan for Madagascar (2019-2023) - conducted in 2022 – included several recommendations for the WFP Country Office, including to strengthen partnership with development actors; invest in its own integrated risk management and preparedness; advocate for an enabling environment at Government level for its integrated risk management, crisis preparedness and response; and establish a stronger evidence base for determining the value of WFP's activities beyond humanitarian response. These previous recommendations have informed the design of the current CSP, particularly regarding the development of a partnership action plan in for the new CSP cycle, the plan for an evidence-based transition strategy of its resilience activities, and renewed efforts in strengthening Government capacities in emergency preparedness, crisis response and social protection, among others.

49. Moreover, an internal audit of WFP operations in Madagascar was conducted in 2023 resulting in ten observations relating to risk management and oversight, programme design and implementation, workplace environment, management of cooperating partners, supply chain management, and monitoring and community feedback mechanisms, among others. An additional external audit is also ongoing as of October 2026.

50. An impact evaluation of Home-Grown School Feeding (HGSF) component – conducted by OEV and World Bank Group's Development Impact (DECDI) - is ongoing as of 2026. The evaluation aims to assess the impact of the HGSF programme both on school children and local farmers/farmers' organisations. The first results of the evaluation are expected to be available to the CSP evaluation team by mid-2027.

51. Finally, a mid-term review (MTR) of the CSP is currently being finalized by the Country Office. The findings from the MTR will be available in October 2026 and will be considered as a key data source to

³³ WFP HR Technology and Analytics Branch [WFP People Map](#)- data as of 31 of July 2026

³⁴ WFP Dashboard, accessed 24 July 2026.

inform the CSPE.

4. Evaluation scope, criteria and questions

52. 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 WFP Executive Board (EB), as well as any subsequent budget revisions.

53. The evaluation will focus on assessing progress towards all of the Madagascar CSP expected results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning, particularly as relates to relations with national government and the international community in Madagascar.

54. The temporal scope of the evaluation should cover the period since the cut-off date of the data collection of the previous CSPE (September 2022). While the evaluation will focus primarily on the current CSP 2024-2028, the tail-end of the previous CSP will be covered through a focus on strategic shifts/elements of continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2024-2028 design process.

55. The evaluation will address five main questions adopting standard UNEG and OECD/DAC evaluation criteria. Evaluation sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context.

56. During the inception phase, the evaluation team, in consultation with the 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 embedded into the evaluation matrix.

Table 3 Evaluation Questions

EQ1 – To what extent was the CSP strategically positioned³⁵ to address food and nutrition insecurity in Madagascar, and how well did it adapt over time?	
1.1	How well did the CSP position WFP to address the food and nutrition insecurity situation in Madagascar, including its investments in resilience support while still being a major humanitarian player?
1.2	Was the CSP, in its design and its implementation, appropriately integrated and focused on WFP's specific comparative strengths in Madagascar and based on realistic assumptions, including on funding and access?
1.3	To what extent did WFP consistently adapt to the changing political context and funding landscape, targeting and prioritising those most vulnerable to food insecurity and malnutrition? Were there any trade-offs?
EQ2 – What contributions did the CSP make to food security and nutrition in Madagascar, taking account of the context?	
2.1	What results were achieved in terms of food security of crisis-affected populations, nutrition and education outcomes, climate-resilient livelihoods, and meeting the needs of relevant partners? Were there any missed opportunities, or unintended positive or negative effects?
2.2	To what extent and how has WFP set in place conditions to support sustainability of results, including graduation from humanitarian to resilience support and appropriate plans for transition and handover where relevant?
EQ3: To what extent did the CSP achieve its cross-cutting aims and how has this affected programme quality?	
3.1	To what extent and in what ways did WFP interventions ensure protection of and accountability to affected populations , and how did WFP contribute to equality between men and women, women's empowerment and inclusion more broadly?
3.2	Did WFP adhere to the humanitarian principles , particularly as concerns operational independence on targeting choices? Were there any trade-offs and how were they managed?
EQ4: To what extent has WFP used its resources efficiently?	
4.1	To what extent were the CSP outputs delivered and related budget spent within the intended timeframe ?
4.2	How did WFP focus and prioritize its work to optimize resources , and how did this affect coverage and quality of assistance?
EQ5 What are the critical factors, internal and external to WFP, explaining performance and results?	
5.1	To what extent and in what ways has WFP established and leveraged strategic and operational partnerships - including with the Government, private sector, and international financial institutions - and how have these partnerships influenced performance and results over time? Are partner expectations from WFP realistic, and can they be met?
5.2	Did WFP have appropriate institutional arrangements in place to deliver the CSP, including staffing, reporting arrangements and other?
5.3	To what extent did monitoring systems support strategic and operational decision-making and help identify and manage risks and assumptions over time?
5.4	Were there any other factors within WFP's control that influenced the delivery and results of the CSP?

³⁵ The concept of strategic positioning will be evaluated using three main parameters: a) the organization's objectives and activities are responding to the specific contextual needs and priorities (evaluation question 1.1) ; b) the organization is doing what it is best at doing in the context and/or is clearly building on its recognized strengths (evaluation question 1.2) ; and c) the organization is building and nurturing relations with the right actors and with the right approach to partnership (including donors, other development agencies and UN Agencies, Funds and Programmes) (evaluation question 5.1).

5. Methodological approach and ethical considerations

5.1. Evaluation approach

57. The CSPE will use a **theory-based approach** that draws upon qualitative and quantitative sources of data. Data will be collected through a mix of primary and secondary sources as summarized in the table below. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

Table 4: Proposed data collection methods

Desk review	<ul style="list-style-type: none"> • WFP strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, mid-term review, post distribution monitoring reports, beneficiary feedback databases, MoUs. • UN system and government policies, strategies, and reports (e.g. country strategies and reports from strategic partners, donors and cooperating partners. • Other relevant documentation as identified during the inception phase
Semi structured interviews	<ul style="list-style-type: none"> • Conducted with key informants both remotely and in-person, including WFP CO management and relevant staff; relevant WFP HQ and regional staff; Government partners, cooperating partners, UN, NGOs, private sector actors, donors etc.
Focus group discussions	<ul style="list-style-type: none"> • Perspectives will be gathered from affected populations and marginalized groups (e.g., women, persons with disabilities, young people).
Observation	<ul style="list-style-type: none"> • Direct observation of field activities in selected locations. • Where feasible satellite imagery may be explored to assess specific community assets created.

58. OEV would especially welcome proposals which optimally combine some of the following evaluation methods (and others as appropriate):

59. **Outcome Harvesting (EQ2, EQ3, EQ5):** to capture WFP's influence and contribution through policy-level advocacy and technical assistance to government and partners (e.g. on school feeding, nutrition, disaster risk management) and to identify results achieved to offer insight into WFP's strategic contribution.

60. **Most Significant Change (EQ2, EQ3):** collecting and selecting stories from recipients of WFP assistance to identify the most significant changes achieved. For example: for resilience activities, capturing changes in income sources, community assets, and capacity to withstand climatic and economic shocks. MSC stories would be harvested from individuals (men and women) identified during FGDs. The stories should be triangulated with quantitative and qualitative data collected through the desk review, KIIs and FGDs and will contribute to the overall analysis

61. **Quantitative analysis and descriptive statistics (EQ2, EQ4, EQ5):** to interpret quantitative data collected by WFP Madagascar for reporting and monitoring purposes over the course of the evaluation period, such as data on food security, household income and market access collected in the multiple rounds of mVAM, or data on food security, nutrition, health and education, protection concerns, and other pertinent household outcomes collected.

62. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including an [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 in their proposal.

63. The evaluation methodology should prioritize inclusive and context-sensitive approaches, including disaggregating data by sex, age, disability status, nationality, and other relevant characteristics. Informant selection and site visits must aim to capture diverse perspectives, ensuring all voices are represented. A detailed stakeholder mapping and analysis at the inception stage should be conducted to guide this process. The evaluation should examine the differential effects of WFP assistance on various socio-economic groups such as men, women, girls, boys, and persons with disabilities.³⁶

5.2. Preliminary considerations on evaluability and methodological implications

64. 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 the choice of evaluation methods. The preliminary assessment presented below considers the availability of secondary sources of evidence relevant to this evaluation and their implications for evaluability of the CSP.

65. The CSPE will be able to build on several sources of secondary evidence, including previously conducted evaluations and audits as highlighted in previous section and³⁷ other studies and analyses published by the Madagascar country office or the former regional bureau for Southern Africa (now: Eastern and Southern Africa regional office).

66. CSP's performance data appear to be well reported, with outcome and output indicator values systematically documented in annual country reports. Available data include baselines, annual follow-up values and end-of-CSP targets for many indicators across strategic outcomes, providing a potentially good basis for assessing progress and results over time (Table 8, Annex I).

67. In addition, a preliminary review of the country office's monitoring and evaluation repository suggests that a wide range of monitoring and programme management information is available to support the evaluation. This includes prioritization plans, process monitoring data, survey instruments, third-party monitoring information, mission reports, site-level data, reporting products, standard operating procedures and training materials.

68. Collectively, these sources suggest the existence of a good body of evidence base on programme implementation and performance. However, and as noted above, the quality of this material, as well as its relevance to the EQs, will be assessed further during the inception phase. This process will help identify any evidence gaps and inform the final evaluation design and methodological approach.

69. Evaluability challenges may result from access constraints, which affect both data collection and stakeholder engagement, potentially necessitating reliance on third-party monitoring arrangements in hard-to-reach locations.

5.3. Ethical considerations

70. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.³⁸ 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,

³⁶ 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.

³⁷ Annex II provides a list of previous relevant evaluations and audits covering the evaluation period.

³⁸ 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/>).

Accountability, Respect, Beneficence).³⁹ This includes, but is not limited to, ensuring informed consent, protecting personal data and 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.

71. Personal data will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

72. Artificial Intelligence (AI) technologies can be used in the framework of this evaluation with prior written approval from the WFP Office of Evaluation (OEV) and in accordance with the standards set out in the AI Information Brief. Notably, the evaluation team shall clearly and comprehensively disclose in the inception report, the intended utilization of AI tools in evaluation, including the purpose, scope and nature of the proposed AI usage. Any data used in connection with AI tools should be handled in accordance with WFP data protection standards and confidentiality obligations.

73. 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 Madagascar CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.⁴⁰

74. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2024 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.⁴¹

75. 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.

³⁹ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

⁴⁰ "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.

⁴¹ 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.

6. Organization of the evaluation

6.1. Phases and deliverables

76. The evaluation is structured in five phases summarized in Table 6 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office has 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.

Table 5: Summary timeline – key evaluation milestones

Main phases	Key tentative dates	Tasks and deliverables
1. Preparation	November 2026	Final ToR
	November - December 2026	Procurement process/ selection of the external team
	January-February 2027	Evaluation team and/or firm selection & contract
2. Inception	February 2027	Review of documentary data
	February 2027	HQ briefing
	early March 2027	Inception mission
	April 2027	Inception report
3. Data collection	17 May-4 June 2027 ⁴²	Data collection and exit debriefing
4. Reporting	July 2027	Analysis workshop (two days – location to be decided) Preliminary findings workshop
	August-October 2027	Report drafting
	November 2027	IRG feedback
	November 2027	Stakeholder workshop
	January 2028	Final evaluation report
	March 2028	Summary evaluation report validated by Team Leader
5. Dissemination	Mid-2028	Management response and Executive Board engagement
	November 2028	Executive Board and Wider dissemination

⁴² Alternative option: Late August - mid-September 2027, taking into account the re-opening of schools in Madagascar in September.

6.2. Team composition

77. For the Madagascar CSPE, OEV is conducting a second pilot⁴³ whereby the team is comprised of both externally contracted consultants and OEV staff. For this pilot, the OEV Evaluation Manager and the OEV Research Analyst will participate in the conduct of the evaluation, as an evaluator and researcher respectively (Figure 8).

78. The purpose of the pilot is to test options to introduce additional flexibility in OEV's delivery model, to maximize OEV staff technical skills and institutional knowledge, and explore the potential for greater efficiencies in the evaluation process while maintaining the independence of the evaluation team. Therefore, the roles and responsibilities of the Evaluation Manager and Research Analyst, second level quality assurer (QA2), alongside the evaluation team and contracted firm are different in this pilot as outlined below.

79. OEV will commission an external team to work alongside the OEV evaluation manager and OEV research analyst. The externally commissioned evaluation team should consist of up to three independent evaluation team members including a Team leader and one or two evaluators from the country or the region with relevant technical expertise relevant to the CSP Activities (see Table 7). They retain full independence for the evaluation process and deliverables. Filippo Pompili has been appointed as evaluation manager/evaluator and Alessandro Cassinadri has been appointed as OEV research analyst. Both will work with the independent team as described below. Neither have worked on issues associated with the subject of evaluation.

80. For this CSPE, the OEV evaluation manager and research analyst will be responsible for supporting data collection, analysis, and drafting of deliverables. In particular, the evaluation manager, with support from the research analyst, will be responsible for drafting of the report sections under EQ 4 (efficiency), EQ 5.2 (institutional arrangements) and EQ 5.3 (monitoring) – pending confirmation with the Team Leader during the inception phase. They will contribute to other aspects of the evaluation as appropriate. The evaluation manager and the research analyst will work under the leadership of the independent Team Leader (particularly with regard to the data collection phase and product delivery).

81. OEV will supply research capability, through the participation of the Research Analyst, and expertise on resilience, climate change adaptation and gender and inclusion to complement the external team.

Figure 8: Team composition with involvement of contracted team and OEV

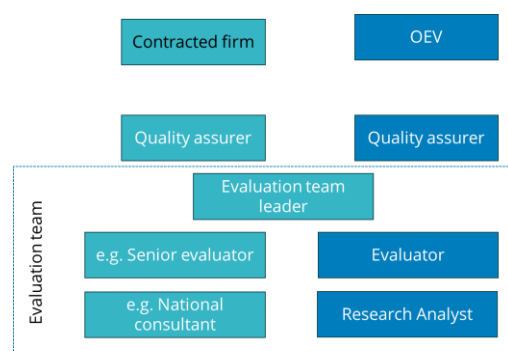


Table 6: Summary of areas of expertise required from the external team

Team leadership
<ul style="list-style-type: none"> Academic background in social sciences with strong qualitative research methods and sound understanding of quantitative methods. Leadership, team management, coordination, and planning skills in multidisciplinary teams. Experience leading evaluations at country level, including with UN organizations. Experience applying theory-based evaluation approaches. Relevant knowledge and experience of humanitarian and development contexts. Experience and knowledge of Madagascar or similar context. Strong presentation skills and ability to deliver on time. Strong analytical, synthesis and writing skills in French. Expertise in one or more of the technical areas below; and ability to engage in dialogue with sectoral experts in the technical areas detailed below.
DESIRABLE <ul style="list-style-type: none"> Previous experience leading or conducting WFP evaluation(s).

⁴³ The first one was launched in late 2025, for the evaluation of the WFP CSP in Tanzania.

Thematic expertise	
Humanitarian assistance response	<ul style="list-style-type: none"> Experience in evaluating humanitarian assistance response interventions targeting crisis affected populations and other vulnerable populations.
Nutrition specific and nutrition sensitive programming	<ul style="list-style-type: none"> Experience in evaluating nutrition-specific and nutrition sensitive programming policies, and systems.
School-based programs	<ul style="list-style-type: none"> Experience in evaluating school-based programs, including home-grown school feeding.
Resilience and livelihoods	<ul style="list-style-type: none"> Experience in evaluating productive asset creation, smallholder farmer support, market access and anticipatory actions
Supply chain and service provision	<ul style="list-style-type: none"> Experience in evaluating supply chain management (i.e. logistics and procurement) and service provision.
Institutional capacity strengthening	<ul style="list-style-type: none"> Experience in evaluating capacity strengthening support to government agencies on policy development/reform and capacity and systems strengthening in the areas of emergency preparedness, social protection, nutrition and/or school feeding
Other cross-cutting	<ul style="list-style-type: none"> Desirable: expertise related to vulnerability analysis and targeting, monitoring and evaluation systems, partnerships and communications
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

6.3. Roles and responsibilities

82. The evaluation **Team Leader** will lead the overall evaluation process, including leading the preparation of the inception report outlining the methodological approach and the draft and final evaluation reports, and taking overall responsibility for coordination of the work of the team and the evaluation deliverables. S/he will also be responsible for covering particular sections of the report according to his/her expertise. S/he will facilitate the workshops and play a key role in presenting the team's progress to stakeholders.

83. The independent **evaluation team** members will work under the supervision of the team leader. Their role is to contribute to collect data according to the approved methodology, conduct desk review and analysis of relevant literature; provide technical expertise. Team members are expected to participate in the analysis of data collected during the evaluation and drafting specific sections of the evaluation reports based on data collected and analysed.

84. As per standard practice, the firm retains the responsibility for delivery against the contract.

Role of OEV staff

85. The **Evaluation Manager/Evaluator** (referred to for brevity as Evaluation manager) will have two overall responsibilities: i) acting as the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process supporting coordination and communication; ii) acting as an evaluator within the evaluation team, covering specific sub-questions within the evaluation report as agreed, and providing insights on the evaluation products. In the case of the Madagascar CSPE the evaluation manager will be responsible for supporting data collection, analysis, and drafting of parts of the report, to be agreed with the Team Leader. The evaluation manager will work under the leadership of the Team Leader (particularly regarding the data collection phase and product delivery).

86. The **Research Analyst** will be responsible for providing research and data analysis based on corporate and country data and will assist in the delivery of the inception report and draft and final evaluation reports.

87. The OEV **Senior Evaluation Officer (QA2)**, Alexandra Chambel will provide overall guidance and support for the evaluation management and quality assurance, providing guidance on independence

matters under the steering of **Deputy Director of the Evaluation (DDOE)**. The DDoE will clear the final evaluation products and the Director of Evaluation (DoE) will present the CSPE to the WFP Executive Board for consideration.

Role of WFP stakeholders

88. An **internal reference group** composed of selected WFP stakeholders at country office and Global HQ 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.

89. The country office will facilitate the evaluation team's contacts with stakeholders in Madagascar; provide logistical support during the fieldwork and organize an in-country stakeholder workshop. Diaba Ba 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 participate in meetings where their presence could bias the responses of the stakeholders.

6.4. Quality assurance

Quality assurance

90. 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. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. Quality assurance should be budgeted for, though specific quality assurance support mechanisms will be agreed with OEV at final stage of the firm assessment and selection process.

Independence

91. As per the evaluation policy, the independence of the evaluation is maintained through a) independence of the evaluation function from other management functions in WFP and b) the evaluation is carried out by an independent team, hired through an external evaluation firm, with no operational ties to WFP. In this pilot, evaluation independence will be upheld by ensuring that the independent evaluation team has responsibility for all findings, conclusions, and recommendations-led by the evaluation team leader. The evaluation manager will provide guidance to the evaluation team throughout the evaluation (e.g. substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) and, for this pilot, will contribute to the drafting of components of the evaluation, and providing insight throughout the evaluation process. The office of evaluation will retain the quality assurance role of all draft deliverables, including those of the evaluation manager, guided by [EQAS standards](#). The DDOE must approve all evaluation deliverables.

92. OEV commits to an open dialogue with the team leader and the evaluation firm to maximise the success of the evaluation and to ensure learning throughout the evaluation pilot process. Should a conflict arise between OEV staff and the Team Leader both parties shall use their best efforts to amicably settle any dispute or controversy arising out of or in relation to this TOR by consulting and negotiating in good faith with each other to reach a just and equitable solution. If needed, the DDOE and the company will act as an interlocuter.

93. Specific reflection meetings will be held after the inception phase; during data collection and during analysis and reporting phase to ensure alignment on the process and products. A reflection note on lessons learned will be produced at the end of the evaluation. The team leader and the evaluation manager will be jointly responsible for this product.

94. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) 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.

6.5. Security considerations

95. 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. WFP staff participating in the inception mission and data collection will adhere to UNDSS protocol. 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) as applicable, and attending in-country briefings.

96. As per annex I of LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Prior to company participation in a mini-bid and submission of proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the services. If it is the case that government restrictions prevent team member travel, the company should not participate in the mini bid.

6.6. Communication

97. 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.

98. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2028. 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. This will be accompanied by an evaluation brief with key highlights.

6.7. The proposal

99. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, two days for the in-person analysis workshop (core team), and participation of the team leader in the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., pandemics or flare-up of civil unrest / conflict.

100. 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.

101. 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.

102. 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 I. Overview of indicators performance data availability

Table 7: Country Strategic Plan Madagascar (2024-2028) indicators performance data availability

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
1	1	Consumption-based coping strategy index (average)	2024	2024, 2025, 2028	2024, 2025
1	1	Consumption-based coping strategy index (average)	2024	2024, 2025, 2028	2024, 2025
1	1	Dietary Diversity Score	2024	2024, 2025, 2028	2024, 2025
1	1	Economic capacity to meet essential needs	2024	2024, 2025, 2028	2024, 2025
1	1	Economic capacity to meet essential needs (ECMEN)	2024, 2025	2024, 2025, 2028	2024, 2025
1	1	Food consumption score	2024	2024, 2025, 2028	2024, 2025
1	1	Food consumption score – nutrition	2024, 2025	2024, 2025, 2028	2024, 2025
1	1	Food consumption score – nutrition	2024	2024, 2025, 2028	2024, 2025
1	1	Food consumption score (FCS)	2024, 2025	2024, 2025, 2028	2024, 2025, 2026
1	1	Livelihood coping strategies for essential needs	2024	2024, 2025, 2028	2024, 2025
1	1	Livelihood coping strategies for essential needs (LCS-EN)	2024, 2025	2024, 2025, 2028	2024, 2025, 2026
1	1	Livelihood coping strategies for food security	2024	2024, 2025, 2028	2024, 2025

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
1	1	Livelihood coping strategies for food security (LCS-FS)	2024	2024, 2025, 2028	2024, 2025
1	1	Minimum diet diversity for women and girls of reproductive age	2024	2024, 2025, 2028	2024, 2025
1	1	Minimum diet diversity for women and girls of reproductive age (MDD-W)	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition management default rate	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition management mortality rate	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition management non-response rate	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition management recovery rate	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition treatment default rate	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition treatment mortality rate	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition treatment non-response rate	2024	2024, 2025, 2028	2024, 2025
1	1	Moderate acute malnutrition treatment recovery rate	2024	2024, 2025, 2028	2024, 2025
1	1	Number of local governments that implement local disaster risk reduction strategies in line with national strategies and the Sendai Framework	2024	2024, 2028	2024
1	1	Percentage of individuals practicing recommended healthy diet behaviour	2024, 2025	2024, 2025, 2028	2025
1	1	Percentage of individuals practicing recommended healthy diet behaviour	2025	2025, 2028	2025

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
1	1	Percentage of moderate acute malnutrition cases reached by management services (coverage)	2024	2024, 2025, 2028	2024, 2025
1	1	Percentage of moderate acute malnutrition cases reached by treatment services (coverage)	2024	2024, 2025, 2028	2024, 2025
1	1	Proportion of children 6-23 months of age who receive a minimum acceptable diet	2024	2024, 2025, 2028	2024, 2025
1	1	Proportion of children aged 6–23 months who receive a minimum acceptable diet (MAD)	2024	2024, 2025, 2028	2024, 2025
1	1	Proportion of eligible population reached by nutrition preventive programme (coverage)	2024, 2025	2024, 2025, 2028	2024, 2025
1	1	Proportion of eligible population reached by nutrition preventive programme (coverage)	2024, 2025	2024, 2025, 2028	2024, 2025
1	1	Proportion of target population who participate in an adequate number of distributions (adherence)	2024	2024, 2025, 2028	2024, 2025
1	1	Proportion of target population who participate in an adequate number of distributions (adherence)	2024, 2025	2024, 2025, 2028	2024, 2025
2	2	Annual change in enrolment	2024	2024, 2025, 2028	2024, 2025
2	2	Attendance rate	2024	2024, 2025, 2026, 2027, 2028	2024, 2025
2	2	Graduation rate	2024	2024, 2025, 2028	2024, 2025
2	3	Minimum diet diversity for women and girls of reproductive age	2024	2024, 2025, 2028	2024, 2025
2	2	Number of complementary school health and nutrition interventions implemented alongside school feeding delivered by WFP	2024	2024, 2025, 2028	2024, 2025

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
2	3	Percentage of individuals practicing recommended healthy diet behaviour	2024	2024, 2025, 2028	2025
2	2	Percentage of students who by the end of two grades of primary schooling demonstrate ability to read and understand grade-level text	2024	2024, 2025, 2028	2024, 2025
2	3	Proportion of children 6-23 months of age who receive a minimum acceptable diet	2024	2024, 2025, 2028	2024, 2025
2	3	Proportion of eligible population reached by nutrition preventive programme (coverage)	2025	2025, 2028	2025
2	3	Proportion of eligible population reached by nutrition preventive programme (coverage)	2025	2025, 2028	2025
2	3	Proportion of target population who participate in an adequate number of distributions (adherence)	2025	2025, 2028	2025
2	3	Proportion of target population who participate in an adequate number of distributions (adherence)	2025	2025, 2028	2025
2	2	Retention rate, by grade	2024	2024, 2025, 2028	2024, 2025
2	2	Annual change in enrolment	2024	2024, 2025, 2028	2024, 2025
2	2	Attendance rate	2024	2024, 2025, 2026, 2027, 2028	2024, 2025
2	2	Number of complementary school health and nutrition interventions implemented alongside school feeding delivered by WFP	2024	2024, 2025, 2028	2024, 2025
2	3	Percentage of individuals practicing recommended healthy diet behaviour	2024, 2025	2024, 2025, 2028	2025

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
2	2	Percentage of students who by the end of two grades of primary schooling demonstrate ability to read and understand grade-level text	2024	2024, 2025, 2028	2024, 2025
2	3	Proportion of children aged 6–23 months who receive a minimum acceptable diet (MAD)	2024	2024, 2025, 2028	2024, 2025
2	3	Proportion of eligible population reached by nutrition preventive programme (coverage)	2024, 2025	2024, 2025, 2028	2024, 2025
2	3	Proportion of eligible population reached by nutrition preventive programme (coverage)	2024, 2025	2024, 2025, 2028	2024, 2025
2	3	Proportion of target population who participate in an adequate number of distributions (adherence)	2024, 2025	2024, 2025, 2028	2024, 2025
2	2	Retention rate, by grade	2024	2024, 2025, 2028	2024, 2025
3	4	Average percentage of smallholder post-harvest losses at the storage stage	2024	2024, 2025, 2028	2024, 2025
3	4	Climate adaptation benefit score	2025	2025, 2028	2025
3	4	Climate resilience capacity score	2024	2025, 2028	2025
3	4	Climate services score	2025	2025, 2028	2025
3	4	Consumption-based coping strategy index (average)	2024	2024, 2025, 2028	2024, 2025
3	4	Consumption-based coping strategy index (average)	2024	2024, 2025, 2028	2024, 2025
3	4	Economic capacity to meet essential needs	2024, 2025	2024, 2025, 2028	2024, 2025
3	4	Economic capacity to meet essential needs	2024, 2025	2024, 2025, 2028	2024, 2025
3	4	Food consumption score	2024, 2025	2024, 2025, 2028	2024, 2025

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
3	4	Food consumption score	2024, 2025	2024, 2025, 2028	2024, 2025
3	4	Food consumption score – nutrition	2024, 2025	2024, 2025, 2028	2024, 2025
3	4	Food consumption score – nutrition	2024, 2025	2024, 2025, 2028	2024, 2025
3	4	Livelihood coping strategies for essential needs	2024, 2025	2024, 2025, 2028	2024, 2025
3	4	Livelihood coping strategies for essential needs	2024, 2025	2024, 2025, 2028	2024, 2025
3	4	Livelihood coping strategies for food security	2024	2024, 2025, 2028	2024, 2025
3	4	Livelihood coping strategies for food security	2024	2024, 2025, 2028	2024, 2025
3	4	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support	2024	2024, 2028	2024
3	4	Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy	2024	2024, 2028	2024
3	4	Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions	2024	2024, 2028	2024
3	4	Percentage of targeted smallholder farmers reporting increased production of nutritious crops	2024	2024, 2025, 2028	2024, 2025

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
3	4	Percentage of targeted smallholder farmers selling through WFP-supported farmer aggregation systems	2024	2024, 2025, 2028	2024, 2025
3	4	Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base	2024	2024, 2025, 2028	2024, 2025
3	4	Proportion of the population in targeted communities reporting environmental benefits	2024	2024, 2025, 2028	2024, 2025
3	4	Value of smallholder sales through WFP-supported aggregation systems (USD)	2024	2024, 2025, 2026, 2028	2024, 2025
3	4	Volume of smallholder sales through WFP-supported aggregation systems (MT)	2024	2024, 2025, 2026, 2027, 2028	2024, 2025
4	5	EPCI: Proportion of Emergency Preparedness Capacity Indicator (EPCI) capacity parameters with improved rating	2024	2024, 2028	2024
4	5	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support	2024	2024, 2028	2024
4	5	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support	2024	2024, 2028	2024
4	5	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support	2024	2024, 2028	2024

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
4	5	Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy	2024	2024, 2028	2024
4	5	Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support	2024	2024, 2028	2024
4	5	Number of new or existing legislative instruments, standards or policies for fortified staple foods developed/adopted with WFP capacity strengthening support	2024	2024, 2028	2024
4	5	Number of new or existing legislative instruments, standards or policies for fortified staple foods endorsed as result of WFP capacity strengthening support	2024	2024, 2028	2024
4	5	Number of policies and legislative instruments contributing to Zero Hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support	0	2024, 2028	2024
4	5	Resources mobilized (USD value) for national systems contributing to Zero Hunger and other SDGs with WFP capacity strengthening support	2024	2024, 2028	0
4	5	Transition strategy for school health and nutrition and school feeding developed with WFP support	2024	2024, 2028	2024
5	6	Percentage of organizations reporting that coordination led and/or co-led by WFP has contributed to their effectiveness	2026	2026, 2028	0

SO	Activity Number	Outcome Indicator Name	Year/s with baseline values	Year/s with target values	Year/s with follow-up values
5	8	Percentage of users satisfied with services provided	2023	2024, 2025, 2028	2024, 2025

Annex II. List of relevant evaluations and audits

Date	Publication
Forthcoming	Impact Evaluation of the Home-Grown School Feeding Programme in Madagascar
December 2023	Evaluation of Madagascar WFP Country Strategic Plan (2019-2023)
December 2023	Internal Audit of WFP Operations in Madagascar

Annex III. Acronyms and abbreviations

Abbreviation	Definition
CCS	country capacity strengthening
CO	country office
CSP	country strategic plan
CSPE	country strategic plan evaluation
EB	Executive Board
ESARO	Eastern and Southern Africa regional office
HIV / AIDS	human immunodeficiency virus / acquired immunodeficiency syndrome
HQ	headquarters
IFAD	International Fund for Agricultural Development
IPC	Integrated Phase Classification
IRG	internal reference group
MTR	mid-term review
mVAM	mobile vulnerability assessment and mapping
NPB	needs-based plan
OECD DAC	Organisation for Economic Co-operation and Development, Development Assistance Committee
OEV	Office of Evaluation
SO	strategic outcome
UN	United Nations
UNEG	United Nations Evaluation Group
WFP	World Food Programme

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