

Decentralized evaluation for evidence-based decision making
WFP Office of Evaluation

Decentralized Evaluation Quality Assurance System (DEQAS)



Evaluation Terms of Reference

Sierra Leone PRRO 200938

Final version - September 2017

Terms of Reference
EVALUATION of
Final Evaluation of PRRO 200938 in Sierra Leone from June 2016 to
December 2017
WFP Sierra Leone Country Office

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1. Introduction

1. These Terms of Reference (TOR) are for the final evaluation of the Protracted Relief and Recovery Operation (PRRO) 200938 'Rebuilding food and nutrition security and strengthening disaster management capabilities in Sierra Leone'. This evaluation is commissioned by WFP Sierra Leone Country Office and will cover the period from June 2016 to December 2017.
2. PRRO 200938 (2016–2017) took on activities previously under the country programme (200336) and supported the National Ebola Recovery Strategy through: (i) strengthening livelihoods of vulnerable communities; (ii) improving the nutritional status of malnourished children, pregnant and lactating women, and people living with HIV and TB; and (iii) developing national capabilities to prepare and respond to future emergencies. Smallholder farmers were also assisted under the Purchase for Progress (P4P) to stimulate productive capacity and enable them to access sustainable, formal markets.
3. Sierra Leone is emerging from an Ebola virus disease (EVD) outbreak that claimed the lives of 3,955 people and left more than 13,000 survivors and orphans. Ebola crippled the economy, increased food insecurity and reversed upward trends in health and nutrition indicators that had not yet fully recovered from the years of conflict between 1991 and 2002. Along with this, Sierra Leone faces long-term challenges associated with damage to natural resources caused by flooding and other effects of climate change. The 2015 Comprehensive Food Security and Vulnerability Analysis indicates that half the population is food insecure, with levels of food insecurity exceeding 60 percent in some chiefdoms of every district. According to the 2013 Demographic and Health Survey, net primary school enrolment is between 62 and 69 percent and drop-out rates are high at 27.8 percent, especially among girls in their early teens (Education Country Status report, 2013). The 2014 Standardized Monitoring and Assessment of Relief and Transition (SMART) shows that at the national level the global acute child malnutrition rate is 4.7 percent and 29.8 percent of children aged 6-59 months are chronically malnourished. Therefore, food assistance remains crucial for the country's most vulnerable populations.
4. These TOR were prepared by the WFP Sierra Leone Country Office based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation. These TOR focus on final evaluation of the operation PRRO (200938) - June 2016 to December 2017.
5. These TOR will be finalised based on comments received on the draft version and on the agreement reached with the selected company. The evaluation shall be conducted in conformity with the final TOR.

2. Reasons for the Evaluation

6. The reasons for the evaluation being commissioned are presented below.

2.1. Rationale

7. The WFP Sierra Leone Country Office is commissioning the final evaluation of the PRRO 220938 to assess performance of program operations and associated interventions for the purposes of accountability and program strengthening. This evaluation has been timed to ensure that findings can feed into future decisions on implementation of the TI-CSP starting in January 2018 and the forthcoming CSP starting in January in 2019.
8. The evaluation will have the following uses for the Sierra Leone Country Office: conclusions, recommendations and identified lessons learned will guide the Country Office as appropriate in implementing its TI-CSP and preparing for the forthcoming CSP. The evaluation will document lessons learned, the relevance / validity of the assumptions made during the design phase of the current PRRO 200938 and inform about the way forward. This information will be used WFP Sierra Leone managers as the recommendation from the evaluation will guide them on how to implement to have more impact on beneficiaries. The evaluation recommendations will also be useful beyond the WFP as national authorities and NGOs will be potential users of the results of the assessment. This can contribute to a knowledge platform of lessons learnt on strengthening resilience situations particularly in the West and Central African region, and elsewhere.

2.2. Objectives

9. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of the PRRO 200938.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems
10. More in particular, evaluation objectives will include: i) to determine the effect of the assistance (food and cash transfers) on food and nutrition security, livelihoods, employment opportunities, the local economies, social cohesion among the vulnerable and food in-secured population and ii) to determine the reasons for observed effects and draw lessons to produce evidence-based findings that will allow the CO and other programmes to make informed decisions about transfer modalities and transfer value.

2.3. Stakeholders and Users

11. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation

process. Table 1 below provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the Inception phase.

12. Accountability to affected populations, is tied to WFP’s commitments to include beneficiaries as key stakeholders in WFP’s work. As such, WFP is committed to ensuring gender equality and women’s empowerment (GEEW) in the evaluation process, with participation and consultation in the evaluation by women, men, boys and girls from different groups.

Table 1: Preliminary Stakeholders’ analysis

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
Country Office (CO) Sierra Leone	Responsible for the country level planning and operations implementation, it has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its operation.
Regional Bureau (RB) Dakar	Responsible for both oversight of COs and technical guidance and support, the RB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation Officer supports CO/RB management to ensure quality, credible and useful decentralized evaluations.
WFP HQ	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant HQ units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.
Office of Evaluation (OEV)	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.
WFP Executive Board (EB)	The WFP governing body has an interest in being informed about the effectiveness of WFP operations. This evaluation will not be presented to the EB but its findings may feed into annual syntheses and into corporate learning processes.
EXTERNAL STAKEHOLDERS	
Beneficiaries	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
	effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government	The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. In particular, main stakeholders include the Ministry of Education, Science & Technology, the Ministry of Agriculture, Forestry & Food Security, National Commission for Social Action (NaCSA), Ministry of Local Government/Freetown City Council, National Aids Secretariat (NAS), National Leprosy & TB Control, and the Ministry of Health and Sanitations/Food & Nutrition Directorate.
UN Country team	The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP operation is effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level, including FAO, UNAIDS, WHO, UNICEF, IFAD, UNCDF, and UNWOMEN.
NGOs	NGOs are WFP's partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. Key NGO partners include Community Action for the Welfare of Children (CAWeC), Sierra Leone Poverty Agency, Pure Heart Foundation-SL (PHF-SL), Network for HIV positives (NETHIPS), Caritas Makeni, Child Fund-SL, World Vision (WV), Street Child, and Project Peanut Butter.
Donors	WFP operations are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes. The main donors to WFP's PRRO Canada, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Japan, the United Arab Emirates and the United Kingdom.

The primary users of this evaluation will be:

- The **Sierra Leone WFP Country Office and its partners** in decision-making, notably related to programme implementation and/or design, Country Strategic Plan and partnerships.
- Given the core functions of the Regional Bureau (RB), **the RB** is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight
- **WFP HQ** may use evaluations for wider organizational learning and accountability

- **OEV** may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.

3. Context and subject of the Evaluation

3.1. Context

13. The Republic of Sierra Leone is a presidential democratic republic that gained independence from the United Kingdom in 1961. With a population of 7 million, it is a low income and food-deficit country. Poverty levels are high, with almost 53 percent of the population living below the income poverty line (USD 1.90 per day). According to the wealth index, a larger proportion of poor households reside in rural areas and urban slums¹. Sierra Leone has a gross domestic product (GDP) per capita of USD 675. The country is ranked 179 out of 188 in the 2016 Human Development Report.²
14. Sierra Leone is recovering from the Ebola Virus Disease (EVD) outbreak which ended in 2016. The country is struggling to regain the socioeconomic progress achieved after the end of the civil war in 2002 with annual growth in GDP at 6.1 percent in 2016 compared to 20.1 percent in 2012 and 2013.
15. The economy is supported primarily by subsistence agriculture, which employs over 60 percent of the population and accounts for almost half of GDP³. Sierra Leone is a mineral-rich country, with a quarter of GDP derived from iron ore. However, management of natural resources continues to prove to be a challenge.
16. According to the 2015 Population and Housing Census, 49 percent of the economically active population is female, and slightly more women (52 percent) than men are engaged in agriculture. Economically-active service workers comprise 17 percent of the workforce and 65 percent of petty traders are women. Households headed by women constitute 21 percent of the population⁴. Gender inequalities have decreased, but remain significant in some sectors; Sierra Leone ranks 151 out of 159 countries assessed on the Gender Inequality Index⁵.
17. About 51 percent of adult men and women are literate. Enrolment rate for primary education (year 1-6) stands at 72 percent, while completion with pass rate in all core subjects at the end of junior secondary school (year 7-9) was 47 percent in 2011. ⁶ The 2004 Education Act granted free basic education to Government-assisted primary and junior secondary schools, however attendance and enrolment of children beyond primary school remains low.
18. Until the outbreak of Ebola in May 2014, Sierra Leone was seeking to become a transformed nation with middle-income status, but the country still has high youth unemployment. It continues to face daunting challenges to development of this

¹ WFP 2015, CFSVA.

² UNDP 2016, Human Development Report.

³ Bermúdez-Lugo, O. 2015. The Mineral Industry of Sierra Leone. U.S. Geological Survey.

⁴ 2015 Comprehensive Food Security and Vulnerability Analysis (CFSVA), WFP.

⁵ UNDP 2016, Human Development Report

⁶ Education Country Status Report. UNICEF. 2011.

country. Problems of poor infrastructure and widespread rural and urban impoverishment persist in spite of progress and reforms.

19. The country has been ranked as having an “alarming” hunger level, scoring 112 out of 118 surveyed in the 2015 Global Hunger Index. It also ranked 181 out of 188 on the 2015 United Nations Development Programme (UNDP) Human Development Index. In 2014, prior to the outbreak, stunting levels in children under 5 exceeded 30 percent in at least seven districts, and 4.7 percent of children were wasted. The HIV prevalence in Sierra Leone increased from 0.9 percent in 2002 to 1.5 percent in 2005 and has remained at the same level since (SLDHS, 2013).
20. The 2015 Comprehensive Food Security and Vulnerability Analysis indicates that half the population is food insecure, with levels of food insecurity exceeding 60 percent in some chiefdoms of every district. Key drivers of food insecurity include: low agricultural production and productivity, poverty, limited resilience, poor infrastructure, inadequate access to safe water, gender inequality, and limited educational opportunities and inadequate income generation and diversification.
21. Over 70 percent of a population of seven million lives below the national poverty line of USD 2 per day. According to the 2013 Demographic and Health Survey, net primary school enrolment is between 62 and 69 percent and drop-out rates are high at 27.8 percent, especially among girls in their early teens (Education Country Status report, 2013). The 2014 Standardized Monitoring and Assessment of Relief and Transition (SMART) shows that at the national level the global acute child malnutrition rate is 4.7 percent and 29.8 percent of children aged 6-59 months are chronically malnourished. Malnutrition rates vary greatly between districts. Malnourished children require special foods, including fortified nutritious food, which many households are unable to access.

3.2. Subject of the evaluation

22. WFP established a presence in Sierra Leone providing humanitarian assistance in 1968. WFP transitioned from humanitarian to relief assistance following the end of the civil war in 2002, with the eventual implementation of a development portfolio including primary school meals, integrated maternal and child health and nutrition support, and United Nations Humanitarian Air Services to neighbouring countries. The operational environment is changing and, together with the Government, WFP will move towards sustainable outcomes, including strengthening Government systems and institutional capacity at all levels.
23. PRRO 200938 (2016–2017), approved budget of USD 32 million, took on activities previously under the Country Programme 200336 (2013-2016) and supported the National Ebola Recovery Strategy through: (i) strengthening livelihoods of vulnerable communities; (ii) improving the nutritional status of malnourished children, pregnant and lactating women, and people living with HIV and TB; and (iii) developing national capabilities to prepare and respond to future emergencies. Smallholder farmers were also assisted under the Purchase for Progress (P4P) to stimulate production capacity and enable them to access sustainable, formal markets.

24. WFP's portfolio was aligned with the Government of Sierra Leone's Agenda for Prosperity and National Ebola Recovery Strategy to support socio-economic development. WFP drew on its comparative advantage by serving as the lead agency for Pillar 6 of the United Nations Development Assistance Framework (UNDAF), which aims to strengthen social protection systems through increasing poor households' access to social safety nets and expanding access to livelihoods and education, and improve nutritional status for vulnerable populations, including adolescent girls.
25. WFP made provisional arrangements to provide emergency support in the instance of an Ebola virus disease outbreak, flood or other emergency. However, given the limited requirements for emergency response, WFP did not reach all planned beneficiaries. Moreover, a delay in funding or underfunding limited WFP's ability to provide a full package of nutrition support to vulnerable groups. PRRO was formally launched in August 2016, however activities from the Country Programme 200336 were transferred to the PRRO as early as June 2016. The PRRO was funded at 81 percent in 2016, which represented 58.9 percent of the total budget of USD 32 million through December 2017.
26. As part of the Ebola recovery operation, support to the Government of Sierra Leone to develop their disaster risk management capabilities was a new component not previously covered in the country programme. Under this mandate, WFP supported the Office of National Security (ONS) to improve capabilities to prepare for emergencies and mobilize a rapid response. This was done through training in logistics, supply chain and project management. WFP convened staff from ONS and humanitarian partners to participate in an Ebola simulation, which served as a stress test to improve the humanitarian community's rapid response capabilities.

4. Evaluation Approach

4.1. Scope

27. The evaluation will focus on all activities of the PRRO:
 - a) Nutritional Support for Women, Children and People Living with HIV or TB - support nutrition to vulnerable including malnourished children under 5 years, pregnant women and nursing mothers, and support food and nutrition for people living with HIV on treatment, ARVs and tuberculosis patients under DOTS.
 - b) Building and Rehabilitating Productive Assets- support the resilience of some households and communities made vulnerable through targeted safety nets (lean season support), food assistance for assets and local procurement activities.
 - c) Providing assistance to respond to sudden disasters as contingency (Ebola, Flood). Providing technical assistance to Office of National Security (ONS) to improve capabilities to prepare for emergencies and mobilize a rapid response. Support to the Government of Sierra Leone to develop their disaster risk management capabilities.

28. The evaluation will cover PRRO 200938 including all activities and processes related to its formulation, implementation, resourcing, monitoring, evaluation and reporting relevant to answer the evaluation questions. The period covered by this evaluation captures the period from the development of the operation until the end of the operation (December 2017). It should be noticed that activities under the PRRO 200938 will continue under the Sierra Leone transitional interim Country Strategic Plan (T-ICSP) (2018), starting in January 2018.
29. The geographic scope of the evaluation will be the same of the PRRO, namely: all districts in Sierra Leone.

4.2. Evaluation Criteria and Questions

30. **Evaluation Criteria.** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability, Coverage and Coherence. In particular, criteria to be prioritized will be those of Relevance, Effectiveness and Sustainability. Gender Equality and Empowerment of Women should be mainstreamed throughout.
31. **Evaluation Questions.** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the PRRO which could inform future strategic and operational decisions.

Table 2: Criteria and evaluation questions

Criteria	Evaluation Questions
Relevance/ Appropriateness	<p>Were the activities the most appropriate for the recipients?</p> <p>To what extent was the design of the interventions in line with priorities of the Government, the strategic objectives of WFP, the priorities of the partners of the United Nations and donors?</p> <p>To what extent the transfer modality(ies) were able to meet the needs of the target populations taking into account the specific needs of women, girls, boys and men? To what extent is the intervention (and the selected transfer modalities) in line with the needs of the most vulnerable groups (men and women, boys and girls)?</p> <p>To what extent was the intervention based on a sound gender analysis?</p> <p>To what extent was the design and implementation of the intervention gender-sensitive?</p>
Effectiveness	<p>To what extent were the outputs and outcomes of the intervention achieved /are likely to be achieved?</p> <p>What were the major factors influencing the achievement or non-achievement of the outcomes of the intervention?</p> <p>To what extent did the intervention deliver results for men and women, boys and girls?</p> <p>Were there unintended positive/negative results?</p>
Efficiency	<p>To what extent were the activities cost-efficient? Was the cash transfer modality implemented in the most efficient way?</p> <p>What were the external and internal factors influencing efficiency?</p>
Impact ⁷	<p>What are the longer-term effects of programs implemented on the household, their nutrition and food consumption, the local economy, creating assets in the areas of implementation of PRRO?</p> <p>What are the employment opportunities created by the project and its impact among the beneficiaries and non-beneficiaries in the assisted communities?</p> <p>What is the impact on gender aspects, in particular with regard to the empowerment of women?</p> <p>What are the main factors for the positive or negative impacts?</p>
Sustainability	<p>To what extent are the results of the operation sustainable, in particular with regard to the livelihoods and resilience components?</p>
Coverage	<p>Was the coverage in the design and implementation of the operation adequate?</p>

⁷ As this evaluation is not supposed to be a fully fledged Impact Evaluation, the purpose would be to rather explore the wider effects of PRRO contributions to desired objectives through document review and interviews.

Coherence	To what extent was the operation coherent with national policies, corporate objectives and strategies, as well as seek complementarity with the interventions of relevant humanitarian and development partners?
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4.3. Data Availability

32. Based on the methodology developed by the evaluation team during the inception phase, the evaluation team will have access to data from WFP Sierra Leone Country Office and from its sub-offices. Data will be taken care of considering data confidentiality. It is expected that the evaluation will also collect information from other stakeholders through interviews, focus group discussions and review of documentation. The following are the sources of information available to the evaluation team. The sources provide both quantitative and qualitative information, and should be expanded by the evaluation team during the inception phase:

- Standard Project Report 2016
- Post distribution Monitoring Reports 2016– 2017
- Process monitoring on PRRO intervention
- Ebola L3 evaluations report
- PRRO project document, Budget revisions and log frame
- Joint Assessment Reports
- Emergency Food Security Assessments
- Standard Monitoring and Assessment in Relief and Transitions (SMART) Nutrition Survey
- CFSVA report 2015

33. Concerning the quality of data and information, the evaluation team should:

- a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection methodology.
- b. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. Methodology

34. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ the relevant evaluation criteria of relevance, effectiveness, efficiency, impact, sustainability, connectedness, coverage and coherence.
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.). The selection of field visit sites will also need to demonstrate impartiality.
- Using mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information through a variety of means.

- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders' groups participate and that their different voices are heard and used;
- Mainstream gender equality and women's empowerment, as above;
- In accordance with the terms of reference, the mission for which the evaluation services are solicited, has to adopt a participatory, consistent and iterative approach that involve all stakeholders and make use of existing resources of related to this intervention to address the evaluation questions mentioned in previous section (Table 2).

35. The following mechanisms for independence and impartiality will be employed. For the evaluation an Evaluation Committee and an Evaluation Reference Group will be set up in order to maintain impartiality. The evaluation will be contracted to independent and external evaluators. Views of all stakeholders are taken into account, with different views appropriately reflected in the evaluation analysis and reporting to enhance the impartiality.

36. Identified potential risks to the methodology may include data gap as well as unavailability of focal staff. The Inception report will need to include potential mitigation measures based on the assessment of the evaluation team, including e.g. postponed remote interviews.

4.5. Quality Assurance and Quality Assessment

37. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.

38. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

39. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

40. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides

review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:

- a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - b. recommendations on how to improve the quality of the final inception/evaluation report.
41. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards^[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
 42. This quality assurance process as outlined above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
 43. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in WFP's Directive CP2010/001 on Information Disclosure.
 44. The final evaluation report will be subjected to a post-hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the report will be made public alongside the evaluation report.

4.6. Phases and Deliverables

45. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:

Figure 1: Summary Process Map



- i. Preparation phase (Mar – Sept 2017): The evaluation manager will conduct background research and consultation to frame the evaluation; prepare the TOR;

^[1] UNEG Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

select the evaluation team and contract the company for the management and conduct of the evaluation.

- ii. Inception phase (Oct – Dec 2017): This phase aims to prepare the evaluation team for the data collection phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of secondary data and initial interactions with WFP stakeholders. *Deliverable: Inception Report written in English, and in line with DEQAS standards*
- iii. Data Collection phase (Jan 2018): The field work will span over three weeks and will include field visits to project sites, primary and secondary data collection from local stakeholders. A debriefing session will be held upon completion of the field work. *Deliverable: presentation for the exit debriefing session(s)*
- iv. Reporting phase (Feb – Mar 2018): The evaluation team will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders, as required, and draft the evaluation report. It will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation team for their consideration before report finalisation. *Deliverable: Evaluation Report written in English, and in line with DEQAS standards*
- v. Follow-up and dissemination phase (Apr 2018): The final evaluation report will be shared with the relevant stakeholders. The management responsible will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The evaluation report will also be subject to external post-hoc quality review to report independently on the quality, credibility and utility of the evaluation in line with evaluation norms and standards. The evaluation report will be published on the WFP public website. Findings will be disseminated and lessons will be incorporated into other relevant lesson sharing systems.

5. Organization of the Evaluation

5.1. Evaluation Conduct

46. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation manager. The team will be hired following agreement with WFP on its composition.
47. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

5.2. Team composition and competencies

48. The evaluation team is expected to include maximum three members, including the team leader and it should include women and men of mixed cultural backgrounds and one Sierra Leone national. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience, experience of working in Sierra Leone.
49. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas (in order of importance):
- Expertise in livelihoods programming, and food security.
 - Expertise in nutrition and HIV and AIDS.
 - Experience with rapid response context, disaster and risk management
 - Good understanding of gender-specific aspects of an intervention.
 - All team members should have strong analytical and communication skills, evaluation experience and familiarity with Sierra Leone.
 - Oral and written language requirements include full proficiency in English.
50. The Team leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.
51. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
52. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.
53. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

5.3. Security Considerations

54. **Security clearance** where required is to be obtained from WFP Sierra Leone Country Office.

- As an ‘independent supplier’ of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.
- Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system’s Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.⁸

55. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO 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 team members observe applicable UN security rules and regulations – e.g. curfews etc.

6. Roles and Responsibilities of Stakeholders

56. The WFP Sierra Leone Office:

a- The Sierra Leone WFP Country Office **Management (Director or Deputy Director)** will take responsibility to:

- Assign an Evaluation Manager for the evaluation: **Mohammad Nasir Khan**, M&E Officer
- Compose the internal evaluation committee and the evaluation reference group (see below).
- Approve the final ToR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see below and [TN on Independence and Impartiality](#)).
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
- Organise and participate in two separate debriefings, one internal and one with external stakeholders

⁸ Field Courses: [Basic](#); [Advanced](#)

- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations

b- The Evaluation Manager:

- Manages the evaluation process through all phases including drafting this TOR
- Ensures quality assurance mechanisms are operational
- Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team
- Ensures expected use of quality assurance mechanisms (checklists, quality support
- Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team’s contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
- Organises security briefings for the evaluation team and provides any materials as required

c- An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. The membership includes the Country Director/Deputy Country Director (Chair), the evaluation manager, the head of the technical unit in charge of the returning refugee operation and nutrition activity, the head of sub-office responsible for implementation, one staff each from finance and supply chain units.

Table : TOR for the Evaluation committee

Context: Please see in this document (3.1).		
Purpose: The overall purpose of the evaluation committee is to ensure a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. It will achieve this by supporting the evaluation manager in making decisions through the process, reviewing draft evaluation deliverables (TOR, inception report and evaluation report) and submitting them for approval by the CD/DCD who will be the chair of the committee.		
The composition of the evaluation committee – described at page Annex 3, Page 23.		
Responsibilities of the Evaluation Committee:		
Input by Phase	Estimated time per EC member (excluding the EM)	Approximate dates
Phase 1: Planning <ul style="list-style-type: none"> • Nominates an evaluation manager. • Decides and approves the indicative evaluation budget. • Decides the contracting method, well in advance to enable the evaluation manager to plan for the next phase of the evaluation. 	1/2 day	e.g. End of August, 2017
Phase 2: Preparation <ul style="list-style-type: none"> • Reviews the draft TOR on the basis of : <ul style="list-style-type: none"> ○ The outsourced Quality Support service feedback ○ ERG comments ○ The EM responses documented in the comments matrix • Approves the final TOR. • Approves the final evaluation team and budget 	1/2 to 1 day	End of August to mid-September

<p>Phase 3: Inception</p> <ul style="list-style-type: none"> • Briefs the evaluation team including an overview of the subject of the evaluation. • Informs the design of the evaluation during the inception phase as key stakeholders to the evaluation. • Supports the identification of appropriate field visit sites on the basis of selection criteria identified by the evaluation team, noting that the EC should not influence which sites are selected. • Reviews the draft IR on the basis of : <ul style="list-style-type: none"> ○ The outsourced Quality Support service and evaluation manager feedback ○ ERG comments ○ The Evaluation team responses documented in the comments matrix • Approves the final IR. 	2 days	Relevant weeks/month/s e.g. October - December 2017
<p>Phase 4: Data Collection</p> <ul style="list-style-type: none"> • Act as key informants during the data collection. • Act as sources of contextual information and facilitating data access as per the needs of the evaluation • Attend the end of field work debriefing(s) meeting, and support the team in clarifying/validating any emerging issues and identifying how to fill any data/information gaps that the team may be having at this stage • Facilitate access to stakeholders and information as appropriate. 	2 days	Relevant weeks/month/s e.g. Jan.2018
<p>Phase 5: Data Analysis and Reporting</p> <ul style="list-style-type: none"> • Review the draft ER on the basis of : <ul style="list-style-type: none"> ○ The outsourced Quality Support service and evaluation manager feedback ○ ERG comments ○ The Evaluation team responses documented in the comments matrix • Approve the final ER. 	2 days	Relevant weeks/ month/s e.g. Feb-mar 2018
<p>Phase 6: Disseminate and Follow-up Phase</p> <ul style="list-style-type: none"> • Facilitate preparation of the management response to the evaluation recommendations • Ensure that all follow-up actions adequately address the evaluation recommendations, include a specific timeline within which they can be realistically implemented and are allocated to a specific team/ unit • Approve the Management Response • Disseminate evaluation results • Ensure the evaluation report and the management response are publicly available 	1 day minimum	Post completion of report e.g. Apr 2018

57. **An Evaluation Reference Group** has been formed, as appropriate, with representation from FAO, UNICEF , NGO partner (WHH, and Cawec), Government of Sierra Leone, WFP Country Office, and Regional Bureau. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. The key roles and responsibilities of this team includes providing input to evaluation process and commenting on evaluation products.

Table : TOR for the Evaluation Reference Group

<p>Context: Please see this document (3.1)</p> <p>Purpose: The overall purpose of the ERG is to support a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. ERG members review and comment on draft evaluation TOR, inception and evaluation report. The ERG members act as experts in an advisory capacity, without management responsibilities. Responsibility for approval of evaluation products rests with the Country Director/Deputy Country Director as Chair of the Evaluation Committee.</p> <p>Composition of ERG [List selected 8-12 members to ensure sufficient base of expertise]: Please go through this document Annex 4, Page 23</p>		
<p>ERG members responsibilities by Evaluation Phase</p>	<p>Estimated time required</p>	<p>Approximate dates</p>
<p><u>Phase 2: Preparation</u></p> <ul style="list-style-type: none"> Review draft ToR and provide feedback ensuring that the ToR will lead to a useful evaluation output and provide any additional key background information to inform the finalization of the TOR. Identify source documents useful to the evaluation team. Attend ERG meeting/conference call etc. 	<p>1 day</p>	<p>Relevant weeks/month/s e.g. July-August 2017</p>
<p><u>Phase 3: Inception</u></p> <ul style="list-style-type: none"> Meet with evaluation team (together and/or individual members) The ERG is a source of information for the evaluation, providing guidance on how the evaluation team can design a realistic/practical, relevant and useful evaluation. Assist in identifying and contacting key stakeholders to be interviewed, identifying and accessing key documentation and data sources, and identifying appropriate field sites. This is important in their role of safeguarding against bias. Review and comment on the draft Inception Report (see inception report Template, Quality Checklist, and Comments Matrix). 	<p>1 day</p>	<p>Relevant weeks/month/s e.g. Oct-Dec 2017</p>
<p><u>Phase 4: Data collection</u> Act as key informant during the data collection stage.</p> <ul style="list-style-type: none"> Assist the evaluation team by providing sources of information and facilitating data access. Attend the end of field work debriefing conducted by the evaluation team. 	<p>1.5 days</p>	<p>Relevant weeks/month/s e.g. Jan 2018</p>
<p><u>Phase 5: Data Analysis and Reporting</u></p> <ul style="list-style-type: none"> Review and comment on the draft evaluation report (see evaluation report Template, Quality Checklist, and Comments Matrix), specifically focusing on accuracy and on quality and comprehensiveness of evidence base against which the findings are presented, and conclusions and recommendations are made. Particular attention should be given to ensuring that the recommendations are relevant, targeted, realistic and actionable. The ERG must respect the decision of the independent evaluators regarding the extent of incorporation of feedback provided to them by the ERG and other stakeholders, as long as there is sufficient transparency in how they have addressed the feedback, including clear rationale for any feedback that has not been incorporated. 	<p>2 days</p>	<p>Relevant weeks/month/s e.g. Feb-Mar 2018</p>

<p>Phase 6: Disseminate and Follow-up</p> <ul style="list-style-type: none"> • Disseminate final evaluation report internally and externally, as relevant; • Share as relevant evaluation findings within respective units, organizations, networks and at key events; • Provide input to management response and its implementation (as appropriate). 	2 days	Post completion of report e.g. Apr 2018
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58. The Regional Bureau: the RB will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as relevant, as required.
- Provide comments on the draft TOR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.

While the Regional Evaluation Officer **Filippo Pompili** will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

59. Relevant WFP Headquarters divisions will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

60. Other Stakeholders (Government, NGOs, UN agencies) will be identified for interviews by the evaluation team in addition to the list provided by WFP which will be based on the preliminary stakeholder analysis in Table 1.

61. The Office of Evaluation (OEV). OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

7. Communication and budget

7.1. Communication

62. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. Communication with the evaluation team and stakeholders should go through the evaluation manager.

63. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, dissemination will be broad and workshops will be conducted internally and with partners, to discuss evaluation results and recommendations, and the way forward.

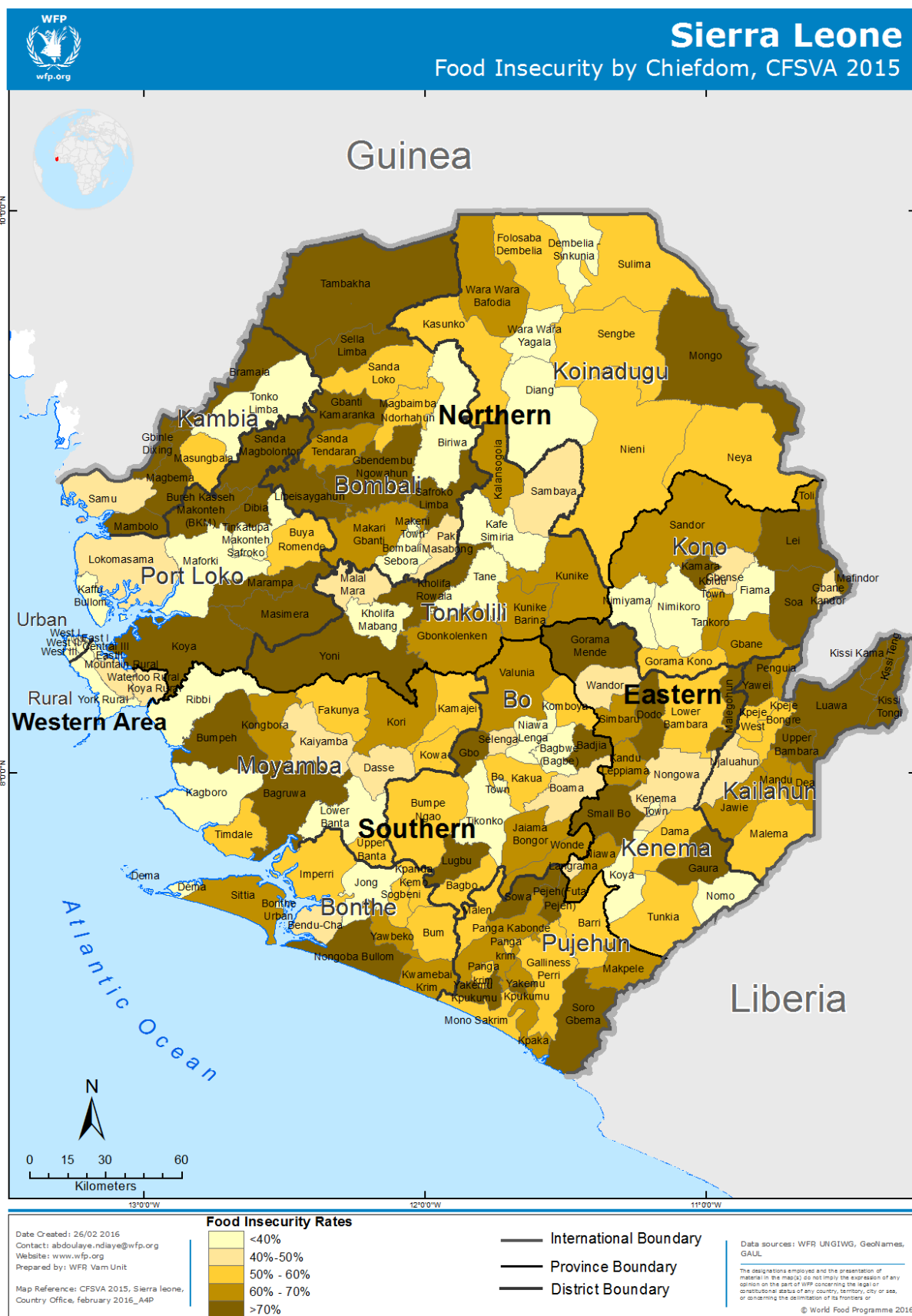
7.2. Budget

64. **Budget:** For the purpose of this evaluation, the budget will:

- Be based on pre-determined LTA rates. Country office will share the short TOR (including evaluation scope, objective, timeline) to different LTA firms for a technical and financial proposal using WFP templates.
- Not cater for domestic travel.
- Not include any special communication-related provisions.

Please send any queries to Mohammad Nasir Uddin Khan, Evaluation Manager, at mohammadnasir.khan@wfp.org, + 232 (0) 88581001.

Annex 1 Map of Sierra Leone



Annex 2 Evaluation Schedule

Phases, Deliverables and Timeline		Key tentative dates
Phase 1 - Preparation		June-Aug 2017
	Desk review, draft of TOR and quality assurance (QA) using ToR Quality Checklist	June 2017
	Sharing of draft ToR with outsourced quality support service (DE QS)	June 2017
	Review draft ToR based on DE QS feedback	25-28 July 2017
	Circulation of TOR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	28 July -9 Aug 2017
	Review draft ToR based on comments received	10-11 Aug 2017
	Submits the final TOR to the internal evaluation committee for approval	12 Aug 2017
	Sharing final TOR with key stakeholders	late Aug 2017
	Selection and recruitment of evaluation team	Aug-Sept 2017
Phase 2 - Inception		Sept-Dec 2017
	Briefing core team	(tbd) Oct 2017
	Document review, inception interviews and drafting of the Inception Report by the ET	Oct 2017
	ET submits draft inception report (IR) to EM	26 Oct 2017
	EM shares draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the Quality Checklist	27 Oct-3 Nov 2017
	ET revises draft IR based on feedback received by DE QS and EM QA	4-10 Nov 2017
	ET submits revised IR to the EM	11 Nov 2017
	EM circulates draft IR for review and comments to ERG, RB and other stakeholders	12 Nov 2017
	EM consolidates ERG comments and shares them with the ET	27 Nov 2017
	ET revises draft IR based on ERG comments received	28 Nov-4 Dec 2017
	ET submits the final revised IR to the EM	5 Dec 2017
	EM submits the final IR to the internal evaluation committee for approval	10 Dec 2017
	Sharing of final inception report with key stakeholders for information	
Phase 3 – Data collection		15 Jan 2018
	Briefing evaluation team at CO	15 Jan 2018
	Data collection	15 Jan – 2 Feb 2018
	In-country Debriefing (s)	2 Feb 2018
Phase 4 - Analyze data and report		Feb-Apr 2018
	ET drafts the evaluation report	3-27 Feb 2018
	EM shares draft ER with outsourced quality support service (DE QS) and quality assures draft ER using the Quality Checklist	28 Feb-6 Mar 2018
	ET revises draft ER based on feedback received by DE QS and EM	7-14 Mar 2018
	ET submits revised ER	14 Mar 2018
	EM circulates draft ER for review and comments to ERG, RB and other stakeholders	15-28 Mar 2018
	EM consolidate ERG comments and shares them with the ET	29 Mar 2018
	ET revises draft ER based on ERG comments received	29 Mar-11 Apr 2018
	ET submits final revised ER to the EM	12 Apr 2018

	EM submits the final ER to the internal evaluation committee for approval	15 Apr 2018
	Sharing of final evaluation report with key stakeholders for information	Apr 2018
Phase 5 Dissemination and follow-up		May 2018
	Prepare management response	Early May 2018
	Share final evaluation report and management response with OEV for publication	May 2018

Annex 3 Membership of the Evaluation Committee

Role	Name	Designation
Evaluation Committee Chair	Housainou TAAL	Representative and Country Director
Alternate Evaluation Committee Chair	Kinday SAMBA	Deputy Country Director & Head of Programme
Evaluation Manager	Mohammad Nasir Uddin KHAN	CO Monitoring and Evaluation Officer
EC member	Brianchristopher ROSS	CO Compliance Officer
EC member	Filippo POMPILI	RBD Regional Evaluation Officer
EC member	Fortune MADUMA	CO Programme Officer
EC member	William HOPKINS	CO Programme Officer
EC member	Mervyn CHIUMIA	CO Programme Officer
EC member	Momoh BOCKARIE	CO Head of SO - Portloko

Annex 4 Membership of the Evaluation Reference Group

Role	Name	Designation
Evaluation Reference Group Chair	Housainou TAAL	Representative and Country Director
Alternate Evaluation Reference Group Chair	Kinday SAMBA	Deputy Country Director & Head of Programme
Evaluation Manager	Mohammad Nasir Uddin KHAN	CO Monitoring and Evaluation Officer
ERG member	Brianchristopher ROSS	CO Compliance Officer
ERG member	Filippo POMPILI	RBD Regional Evaluation Officer
ERG member	Aboubakar Koisha	RBD Regional Monitoring Officer
ERG member	Jared KOMWONO	CO Logistic officer
ERG member	Linus SARKOR	CO Head of SO – Makeni
ERG member	Prince Kamara	Project Coordinator, FAO
ERG member	Hamid El-Bashir	Representative, UNICEF
ERG member	Ursula Langkamp	Country Director, WHH
ERG member	Abdul B Sankoh	Director, Cawec
ERG member	Francis A. R. Sankoh	Chief Agriculture Officer, MAFFS
ERG member	Aminata Shamit Koroma	Director, Foods & Nutrition Directorate, MOHS

Annex 5 Acronyms

ART	anti-retroviral treatment
CFSVA	Comprehensive Food Security and Vulnerability Analysis
DMD-ONS	Disaster Management Department of the Office of National Security
DOTS	directly observed treatment, short-course
DSC	direct support costs
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization of the United Nations
FbP	Food by Prescription
GDP	gross domestic product
MAFFS	Ministry of Agriculture, Forestry and Food Security
MAM	moderate acute malnutrition
MDG	Millennium Development Goal
MEST	Ministry of Education, Science and Technology
MOHS	Ministry of Health and Sanitation
MSWGCA	Ministry of Social Welfare, Gender and Child Affairs
NGO	non-governmental organization
P4P	Purchase 4 Progress
PLHIV	people living with human immunodeficiency virus
PLW/G	Pregnant and lactating women and girls
SABER	Systems Approach for Better Education Results (for school feeding)
SBCC	social behaviour change communication
SDG	Sustainable Development Goal
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SR	Strategic Result
TB	Tuberculosis

Annex 6 Other technical annexes

PRRO 200938 Log frame

LOGICAL FRAMEWORK – PRRO 200938		
Results	Performance Indicators	Assumptions
Cross-cutting results		
GENDER: Gender equality and empowerment improved	<p>Proportion of households where females and males together make decisions over the use of cash, voucher or food</p> <p>Proportion of households where females make decisions over the use of cash, voucher or food</p> <p>Proportion of households where males make decisions over the use of cash, voucher or food</p>	
PARTNERSHIP: Food assistance interventions coordinated and partnerships developed and maintained	<p>Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)</p> <p>Number of partner organizations that provide complementary inputs and services</p> <p>Proportion of project activities implemented with the engagement of complementary partners</p>	
PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS: WFP assistance delivered and utilized in safe, accountable and dignified conditions	<p>Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)</p> <p>Proportion of assisted people (women) informed about the programme (who is included, what people will receive, where people can complain)</p> <p>Proportion of assisted people (men) informed about the programme (who is included, what people will receive, where people can complain)</p> <p>Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site</p> <p>Proportion of assisted people (women) who do not experience safety problems travelling to, from and/or at WFP programme sites</p> <p>Proportion of assisted people (men) who do not experience safety problems travelling to, from and/or at WFP programme site</p>	
SO2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies		
Outcome SO2.1 Adequate food consumption reached or maintained over assistance period for targeted households	<p>FCS: percentage of households with borderline Food Consumption Score</p> <p>FCS: percentage of households with borderline Food Consumption Score (female-headed)</p> <p>FCS: percentage of households with borderline Food Consumption Score (male-headed)</p> <p>FCS: percentage of households with poor Food Consumption Score</p> <p>FCS: percentage of households with poor Food Consumption Score (female-headed)</p> <p>FCS: percentage of households with poor Food Consumption Score (male-headed)</p>	<p>- Further outbreak, containment measures, and/or security incidents do not prevent implementation of activities in a large of part of the project area and does not create additional large scale humanitarian requirement.</p> <p>- Government and partners are able to provide complementary activities to meet beneficiary NFI, hygiene, watsan and other needs to support efforts to care for and contain the virus</p>

LOGICAL FRAMEWORK – PRRO 200938

Results	Performance Indicators	Assumptions
	<p>FCS: percentage of households with acceptable Food Consumption Score (female-headed)</p> <p>FCS: percentage of households with acceptable Food Consumption Score (male-headed)</p> <p>CSI (Food): Percentage of households with reduced/stabilized Coping Strategy Index</p> <p>CSI (Food): Percentage of male-headed households with reduced/stabilized Coping Strategy Index</p> <p>CSI (Food): Percentage of female-headed households with reduced/stabilized Coping Strategy Index</p> <p>Diet Diversity Score</p> <p>Diet Diversity Score (female-headed households)</p> <p>Diet Diversity Score (male-headed households)</p> <p>FCS: percentage of households with acceptable Food Consumption Score</p>	<p>- Delivery of goods are not hampered by border closures, roadblocks, disruption to regular private transport service, and rains</p>
<p>Outcome SO2.2</p> <p>Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children</p>	<p>MAM treatment mortality rate (%)</p> <p>MAM treatment default rate (%)</p> <p>MAM treatment recovery rate (%)</p> <p>MAM treatment non-response rate (%)</p> <p>ART Nutritional Recovery Rate (%)</p> <p>ART Default Rate (%)</p> <p>TB Treatment Default Rate (%)</p> <p>TB Treatment Nutritional Recovery Rate (%)</p> <p>Proportion of children who consume a minimum acceptable diet</p> <p>Proportion of target population who participate in an adequate number of distributions</p> <p>Proportion of eligible population who participate in programme (coverage)</p>	<p>- No epidemics of water-borne diseases or malaria aggravate malnutrition</p> <p>- No shock affects the livelihoods or nutritional status of clients and their families</p>
<p>Output SO4.1</p> <p>Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries. Food and non-food items distributed in sufficient quantity and quality to targeted women, boys and girls</p>	<p>Quantity of non-food items distributed, disaggregated by type, as % of planned</p> <p>Quantity of food assistance distributed, disaggregated by type, as % of planned</p> <p>Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned</p>	
<p>SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</p>		
<p>Outcome SO3.1</p> <p>Increased marketing opportunities for producers and traders of agricultural products</p>	<p>Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases</p> <p>Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country</p> <p>Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country</p>	<p>- Local production and marketing are functioning</p> <p>- No weather shocks affect national food production.</p>

LOGICAL FRAMEWORK – PRRO 200938

Results	Performance Indicators	Assumptions
and food at the regional, national and local levels	Value of products sold by smallholder farmers and smallholder farmer organizations	
<p>Outcome SO3.2</p> <p>Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households</p>	<p>CAS: percentage of communities with an increased Asset Score</p> <p>CSI (Food): Percentage of female-headed households with reduced/stabilized Coping Strategy Index</p> <p>CSI (Food): Percentage of households with reduced/stabilized Coping Strategy Index</p> <p>CSI (Food): Percentage of male-headed households with reduced/stabilized Coping Strategy Index</p> <p>Diet Diversity Score</p> <p>Diet Diversity Score (female-headed households)</p> <p>Diet Diversity Score (male-headed households)</p> <p>FCS: percentage of households with poor Food Consumption Score</p> <p>FCS: percentage of households with poor Food Consumption Score (female-headed)</p> <p>FCS: percentage of households with poor Food Consumption Score (male-headed)</p> <p>FCS: percentage of households with borderline Food Consumption Score</p> <p>FCS: percentage of households with borderline Food Consumption Score (male-headed)</p> <p>FCS: percentage of households with borderline Food Consumption Score (female-headed)</p> <p>FCS: percentage of households with acceptable Food Consumption Score</p> <p>FCS: percentage of households with acceptable Food Consumption Score (female-headed)</p> <p>FCS: percentage of households with acceptable Food Consumption Score (male-headed)</p>	<p>- Food is procured, shipped and delivered on time</p> <p>- No shocks disrupt household food security</p>
<p>Outcome SO3.3</p> <p>Risk reduction capacity of countries, communities and institutions strengthened</p>	<p>▶ NCI: National Capacity Index</p>	<p>National and provincial disaster management authorities are engaged.</p> <p>Technical staff are available</p>
<p>Output SO3.1</p> <p>Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries</p>	<p>Quantity of food assistance distributed, disaggregated by type, as % of planned</p> <p>Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned</p> <p>Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned</p>	<p>Adequate funding is allocated by WFP.</p> <p>Food is procured, shipped and delivered on time.</p>
<p>Output SO3.2</p> <p>Increased WFP food purchase from regional, national and local markets and smallholder farmers</p>	<p>Number of farmers' organizations trained in market access and post-harvest handling skills</p> <p>Number of smallholder farmers supported</p> <p>Quantity of food purchased locally from pro-smallholder aggregation systems (in mt)</p> <p>Quantity of food purchased locally through local and regional purchases (in mt)</p>	<p>- Adequate funding is allocated by WFP</p> <p>- Food is procured, shipped and delivered on time</p>

LOGICAL FRAMEWORK – PRRO 200938		
Results	Performance Indicators	Assumptions
Output SO3.3 Human capacity to reduce risk of disasters and shocks developed	Number of people trained, disaggregated by sex and type of training	- Technical staff are available

Key characteristics of the operation: PRRO 200398

OPERATION			
Approval	The operation was approved by the Executive Director in June 2016		
Amendments	<p>There have been 1 amendment (budget revisions) to the initial project document. In particular:</p> <ul style="list-style-type: none"> BR#1 proposed two key changes: (i) an increase to CD&A to reflect two unforeseen in-kind donations, and (ii) adjustments to associated costs for landside, transport, storage and handling (LTSH), other direct operating costs (ODOC) and direct support costs (DSC) 		
Duration	<u>Initial:</u> 1 June 2016 to 31 December 2017	<u>Revised (BR#1):</u> 1 June 2016 to 31 December 2017	
Planned beneficiaries	<u>Initial:</u> 819,109	<u>Revised (BR#1):</u> 819,109	
Planned food requirements	<u>Initial:</u> 17,464 mt of food commodities US\$5.18 million cash transfers	<u>Revised (June 2016 – Dec 2017):</u> 17,464 mt of food commodities US\$5.18 million cash transfers	
US\$ requirements	<u>Initial:</u> US\$ 32.26 million	<u>Revised (June 2016 – Dec 2017):</u> US\$ 34.00 million	
OBJECTIVES, OUTCOMES AND ACTIVITIES			
Contributing to Sustainable Development Goals 2 and 17	WFP Strategic Objective (SO)	Operation specific outcomes	Activities
	SO2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	Adequate food consumption reached or maintained over assistance period for targeted households. Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children	Support to orphans TSFP U5 TSFP PLW Care Givers HIV +C PLHIV TB 6+Adult TB <5 TB Family support TB MDR Stunting Prevention 6-23 Stunting Prevention-PLWs Disaster and Risk Management, Contingency (Ebola, Flood, Fire victim)
	SO3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels	Livelihood, p4p FFA/FFW Lean season support

		Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households Risk reduction capacity of countries, communities and institutions strengthened	
PARTNERS			
Government		Ministry of Education, Science & Technology, the Ministry of Agriculture, Forestry & Food Security, National Commission for Social Action (NaCSA), Ministry of Local Government/Freetown City Council, National Aids Secretariat (NAS), National Leprosy & TB Control, and the Ministry of Health and Sanitations/Food & Nutrition Directorate.	
United Nations		FAO, UNAIDS, WHO, UNICEF, IFAD, UNCDF , and UNWOMEN.	
NGOs		Community Action for the Welfare of Children (CAWeC), Sierra Leone Poverty Agency, Pure Heart Foundation-SL (PHF-SL), Network for HIV positives (NETHIPS), Caritas Makeni, Child Fund-SL, World Vision (WV), Street Child, and Project Peanut Butter.	
Planned Beneficiaries by Activity (from Project Document)			

TABLE 4A: BENEFICIARIES BY OBJECTIVE AND ACTIVITY (Cash-Based Transfer)

Objective	Activity	Plan 2016			Plan 2017			Total planned
		Boys / Men	Girls / Women	Total	Boys / Men	Girls / Women	Total	
1 – Improved food security and strengthened livelihoods of highly vulnerable communities	Lean season support to highly vulnerable households	43 200	46 800	90 000	43 200	46 800	90 000	180 000
	Asset creation	1 920	2 080	4 000	11 520	12 480	24 000	28 000
TOTAL		45 120	48 880	94 000	54 720	59 280	114 000	
TOTAL (without overlap)								163 000

TABLE 4B: BENEFICIARIES BY OBJECTIVE AND ACTIVITY (Food)

Objective	Activity	Plan 2016			Plan 2017			Total planned
		Boys / Men	Girls / Women	Total	Boys / Men	Girls / Women	Total	
1 – Improved food security and strengthened livelihoods of highly vulnerable communities	Lean season support to highly vulnerable households	81 600	88 400	170 000	81 600	88 400	170 000	340 000
	Support to orphans	4 800	5 200	10 000	3 360	3 640	7 000	10 000
	Asset creation	2 880	3 120	6 000	7 680	8 320	16 000	26 000
2 – Improved nutritional status of vulnerable groups	Treatment of MAM – children 6-59 months	11 100	12 027	23 127	16 652	18 039	34 691	57 818
	Prevention of CM – children 6-23 months	8 229	8 915	17 144	17 170	18 600	35 770	52 914
	Treatment of MAM – PLW		17 422	17 422		17 422	17 422	34 844
	Prevention of CM – PLW		34 287	34 287		34 287	34 287	68 574
	FbP – PLHIV/TB	14 390	15 591	29 981	14 764	16 014	30 778	60 759
	Caregiver ration		1 680	1 680		2 520	2 520	4 200
3 – Improved disaster risk management	Contingency stocks (EVD flare ups, flooding, other shocks)	21 600	23 400	45 000	21 600	23 400	45 000	90 000
TOTAL		144 599	210 042	354 641	162 826	230 642	393 468	
TOTAL (without overlap)								656 109

External Communication Plan

When <i>Evaluation phase</i>	What <i>Communication product (e.g. TOR, inception report, Final Report etc)</i>	To whom-Target organization or individuals/position <i>(e.g. NGO partner, head of government ministry, donor representative)</i>	What level <i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	From whom <i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager)</i>	How <i>Communication means (e.g. meeting, interaction, etc.)</i>	Why <i>Purpose of communication (e.g. solicit comments, share findings for accountability)</i>
Planning August 2017	Tentative time and scope of evaluation	Government counterparts, NGO partners, UN agency partners, donors	Strategic + Operational	-Head of commissioning officer OR -Head of subject being evaluated	Email -or during a regular coordination meeting	To confirm the intention to learn/account for results for the subject
Preparation August-September 2017	Draft TOR	Key stakeholders Through the Evaluation reference Group; and directly to stakeholders not represented in the ERG	Operational/ Technical	Evaluation manager	Email; plus a meeting of the ERG if required	To seek for review and comments on TOR
	Final TOR	Key stakeholders Through the Evaluation reference Group; and/or directly	Strategic + Operational/ Technical	Commissioning office director OR head of subject being evaluated	Email; plus discussions during scheduled coordination meetings as appropriate	Informing stakeholders of the overall plan, purpose, scope and timing of the evaluation; and their role
Inception October – December 2017	Draft Inception report	Key stakeholders Through the Evaluation reference Group; and/or directly	Operational/ technical	Evaluation manager	Email	To seek for review and comments on draft Inception report
	Final Inception Report	Key stakeholders Through the Evaluation reference Group; and/or directly	Strategic + Operational/ Technical	Commissioning office director and/or Head of subject being evaluated	Email; plus discussions during scheduled coordination meetings as appropriate	Informing stakeholders of the detailed plan of the evaluation; and their role including when they will be engaged

When <i>Evaluation phase</i>	What <i>Communication product (e.g. TOR, inception report, Final Report etc)</i>	To whom-Target <i>organization or individuals/position (e.g. NGO partner, head of government ministry, donor representative)</i>	What level <i>Organizational level of communication (e.g. strategic, operational, field etc.)</i>	From whom <i>Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager)</i>	How <i>Communication means (e.g. meeting, interaction, etc.)</i>	Why <i>Purpose of communication (e.g. solicit comments, share findings for accountability)</i>
Data collection and analysis debrief January 2018	Debriefing power-point	Key stakeholders Through the Evaluation reference Group; and/or directly	Technical/ operational	Evaluation manager And/or the head of subject being evaluated	Email	Invite the stakeholders to the external debriefing meeting, to discuss the preliminary findings
Reporting February - April 2018	Draft Evaluation report	Key stakeholders Through the Evaluation reference Group; and/or directly	-management and technical levels	Evaluation manager, on behalf of the evaluation committee	Email	Request for comments on the draft report
	Final evaluation Report	-Key stakeholders Through the Evaluation reference Group; and/or directly -General public	All levels -Community radios -Users of WFP.org -Users of partners websites	-Evaluation manager; plus the head of subject being evaluated -Evaluation manager -Focal point at the partner organizations	Email -Posting report on www.WFP.org -Posting on partners websites	Informing all key stakeholders of the final main product from the evaluation -Making the report available publicly
Dissemination & Follow-up May 2018 – July 2018	Draft Management Response to the evaluation recommendations	-Key stakeholders Through the Evaluation reference Group; and/or directly	Management and technical level, depending on subject of evaluation and their responsibility in taking the action	Evaluation manager, on behalf of the evaluation committee	-Email, -and/or an organized face-to-face session	-communicate the suggested actions on recommendations and elicit comments, especially on actions required by external stakeholders
	Final Management response	-General public	-Users of WFP.org -Users of partners websites	Evaluation manager -Focal point at the partner organizations	-Posting report on www.WFP.org -Posting on partners websites	-Making the MR available publicly