

Evaluation of capacity strengthening activities to government and local communities in Sao Tome and Principe from July 2019 to December 2022



Decentralized Evaluation Terms of Reference

WFP Sao Tome & Principe Country Office

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Sao Tome & Principe (STP) and Cameroon Country Offices based upon an initial document review and consultation with stakeholders and Partners. The purpose of these terms of reference is to provide key information to stakeholders about the WFP STP Country Capacity Strengthening Decentralized Evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These terms of reference are for the thematic evaluation of WFP Country Capacity Strengthening activities to the government and local communities in all districts of Sao Tome & Principe. This evaluation is commissioned by WFP STP Country Office and will cover the period from July 2019 to December 2022.

1.2. CONTEXT

3. The Democratic Republic of Sao Tome and Principe (STP) is a lower-middle-income island state situated in the Gulf of Guinea, off the western coast of Central Africa. The country consists of two main islands (Sao Tome and Principe), located about 140 km apart with a land area of just over 1,000 km. As a small island developing state, the country faces various challenges. Due to its insularity and geographical location, Sao Tome and Principe is prone to climatic shocks and natural disasters and is vulnerable to market price fluctuation, which negatively impacts the subsistence conditions of its population and further increases their food insecurity.
4. In 2019, STP Government has integrated the 2030 Agenda and has adopted the zero-hunger strategic review (ZHSR) report in April 2018 as a road map for achieving zero hunger in the country. The ZHSR identified challenges, inefficiencies and gaps at various levels (legal, strategic, policy framework and operational). Gender inequalities have also been identified as cross cutting issue namely, access to food, school meals, nutrition, smallholder productivity and information systems.
5. Access to food: Food and nutrition insecurity in Sao Tome and Principe are the result of factors such as high unemployment rates and the weak performance of the agriculture, fishing and livestock sectors. These lead to limited food production and access to basic services; heavy reliance on food imports, which exposes the country to fluctuating food prices, affecting principally the livelihoods of the poor; and lack of access to education, employment, financial services and means of production (including land and agricultural resources), which affects women and men at different levels throughout their lives.
6. School meals: Challenges related to school meals include a lack of a national school meals strategy; inadequate consideration of school meals in national priorities and budgets; limited government capacity to manage school meals operations effectively and equitably; inadequate funding mechanisms; logistical challenges hindering food deliveries at schools; the inability to determine accurately the cost of a school meals programme and the extent and inclusiveness of community participation; weak civil society mobilization to support a transition towards national ownership, including community contributions and parents' associations; and heavy reliance on a food basket composed of imported foods such as rice, beans, salt and vegetable oil. There is a need to develop a full-fledged home-grown school meals (HGSM) approach that is gender-transformative and has a strong focus on the direct procurement of locally produced nutritious food.
7. Nutrition: Factors contributing to nutrition insecurity in Sao Tome and Principe include the insufficient number of nutritionists in the country; the need for gender-aware communication strategies to promote infant and young child feeding and maternal nutrition practices; the need to reinforce nutrition education for adolescents (as future parents and in a gender-transformative manner);

insufficient commitment to prioritizing the first 1,000 days of life (i.e., from conception to age 2); and insufficient emphasis on food fortification programmes.

8. **Smallholder productivity:** Smallholder productivity is hindered by underdeveloped and poorly integrated agriculture markets; the lack of a gender-equitable policy to protect and provide incentives to farmers and fishers; disorganized, inefficient and unrepresentative smallholder farmer associations (particularly for women); the need to improve infrastructure to connect production sites and markets; a critical lack of reliable agriculture data; an insufficient workforce and limited technical capacity;⁴⁵ and the lack of a value chain for nutritious food. As highlighted by the ZHSR, the low levels of agricultural productivity are caused by poor infrastructure, insufficient buy-in from the Government, grossly inadequate scientific research and too few small-scale farmers. There are just 8,955 small-scale farmers (30 percent of whom are women),⁴⁶ and they are excluded from discussions concerning agriculture and rural development policies.
9. **Coordination:** Challenges related to coordination include the limited coordination capacities and resources of the national Council for Food and Nutrition Security (Conselho de Segurança Alimentar e Nutricional or CONSAN); the limited technical and financial capacity of the Government to implement existing programmes; and a lack of sustained, evidence-based advocacy to enhance awareness of food and nutrition security issues.
10. **Information systems:** Information systems are hindered by a lack of periodic food security and nutrition data for the country, mechanisms for monitoring and evaluating progress in food security and nutrition until 2030, a production and commercialization pricing system, and data and analysis disaggregated by gender and age.
11. **Complementing the Government's efforts,** WFP has provided support in line with the national context. Over the years, WFP's operations transitioned from providing direct food assistance to strengthening national institutional capacities. Although the school feeding programme managed by WFP was handed over to the Government since 2015, the latter still faces some operational and financial hardships. Moreover, several challenges and gaps related to food insecurity and nutrition were identified by the ZHSR report and during consultations with the Government and stakeholders to achieve Sustainable Development Goals (SDGs) 2 and 17 in Sao Tome and Principe. In line with the findings and leveraging on WFP's position as the Government's partner of choice, WFP has strengthened national capacities to autonomously implement the school feeding programme and improve market access for smallholder farmers. On 30 June 2019, WFP successfully concluded the implementation of the transitional-interim country strategic plan and the Ministry of Education and Higher Education through the National School Feeding, and Health Programme (PNASE) remained WFP's main partner. Partnerships were also strengthened with the National Council for Food Security and Nutrition (CONSAN) and the Ministry of Agriculture, Fisheries and Rural Development through the Rural Development Support Centre (CADR). In line with the work plan, WFP funded and facilitated a number of capacities strengthening activities with PNASE, including the reactivation of the school gardens, awareness campaigns on the importance of consuming of local products in school menus, revision of the school feeding law and the provision of assets and equipment to improve their performance in implementing socially sustainable nutrition-sensitive and smallholder-friendly home-grown school feeding programme, as well as related food security and nutrition policies and programmes nationwide. The government has been able to see the linkages between small holder farmer systems with school feeding programme as means to rely school feeding meals on local products.
12. In addition, WFP supported the national Government with necessary tools and assets that will allow coordinate and strengthened Government capacities in providing incentives for sustainable and equitable local food value chains and stimulating smallholder agricultural markets, including the establishment of a data collection and management information system for the Ministry of Agriculture, funded training sessions organized by CADR to its personnel on sustainable and environmentally friendly agricultural techniques, provided assets and equipment to support production activities of men and women smallholders and stimulate their access to markets and funded various data collection activities. WFP also supported to the promotion of national dialogue about food security and nutrition in the country, including the need to encourage women smallholders to deliver healthy and quality products to school canteens was also made by WFP.

13. WFP repositioned itself in 2020 to ensure prompt alignment to the Government's agenda, along with ensuring strategic response to unexpected challenges and capacity gaps identified by the main national and regional actors. WFP focuses on strengthening national capacities to enable them implement sustainable solutions for addressing food insecurity and drive full government ownership in the areas of school feeding and smallholder's agriculture. WFP strengthened its partnership with the key government ministries and stakeholders and reinforced collaboration with other development partners including UN agencies and international non-governmental organisations (INGOs). The Country office played a crucial role in the coordination of humanitarian air flights to Sao Tome and Principe during closure of the country borders.
14. However, despite the strategic and programmatic challenges and the COVID-19 outbreak in 2020 that resulted in an unprecedented socio-economic crisis, WFP was able to provide country capacity strengthening continue support the main Government counterparts. In Sao Tome, there was a favourable environment for WFP as a resident UN agency to strengthen its partnership with the Government, UN partners and other development actors including national and international non-governmental organizations (NGOs) and to promote the collaboration between the different actors involved in food security and nutrition through a whole society approach. WFP was able to strengthen the capacity of the Ministry of Education and Higher Education (MEHE); the National School Feeding and Health programme (PNASE); the Ministry of Agriculture, Fisheries and Rural Development (MAFRD); the National Support Centre for Rural Development (CADR); and the National Council for Food Security and Nutrition (CONSAN), in support of the national development priorities. WFP supported the (i) revision of the National School Feeding and Health programme Law, (ii) the development of the information management system for the MAFRD, (iii) promoted training sessions for CADR personnel and for smallholder farmers, and (iv) supported awareness and sensitization campaigns in collaboration with CONSAN and the National Nutrition Programme (PNN) about food security and nutrition.
15. Gender was mainstreamed in all WFP interventions, particularly during the COVID-19 outbreak. WFP supported the Government in ensuring food security of vulnerable households, with focus on female-headed households who were most affected by the socio-economic impact of the pandemic. Insufficient funding remained one of the major strategic risks for WFP Sao Tome and Principe.
16. In 2021, the COVID-19 pandemic continued impacting the economy and the livelihoods of the most vulnerable people, including women, children, the elderly, and people with disabilities. The Government requested assistance from humanitarian and development partners, including WFP, with a view to minimizing the socio-economic impact of the pandemic. In this regard, WFP scaled up its operations under strategic outcome 2 which aimed to provide food and nutrition assistance to crisis-affected populations through in-kind transfers and increased its efforts to mobilize resources to assist 50,000 school-aged children nationwide. In May 2021, WFP signed a partnership agreement with Chellaram Foundation and received USD 700,000 to assist 25,000 schoolchildren. Through this contribution, WFP was able to distribute nutritious food in the form of alternative take-home rations, as well as hygiene kits (such as face masks and hand sanitizers) to 5,000 vulnerable school children (2,550 girls and 2,450 boys). This contribution also allowed WFP to procure and deliver 395 metric tons of food commodities to government warehouses for on-site school meals across 127 schools, including pre-schools and primary schools. On-site school feeding will start in January 2022 with the resumption of the National School Feeding and Health Program (PNASE) and will benefit 20,000 school children for five months. Despite pandemic-related challenges, WFP also contributed to strengthening the Government's capacity in the areas of home-grown school feeding (HG SF), smallholder farmers' access to markets, and the food security and nutrition of the population. To this end, WFP implemented innovative capacity strengthening initiatives, such as activating community school gardens to ensure the sustainability of the national school feeding programme, carrying out an agricultural assessment and territorial diagnosis to collect disaggregated data on smallholders' productivity and capacity needs, and on territorial characteristics to inform national development strategies and plans. In addition, WFP retrofitted Government warehouses to ensure that food commodities are stored in adequate conditions and facilitated national dialogue on food security and nutrition through the National Council for Food Security and Nutrition (CONSAN). Contributing to Sustainable Development Goal 17 (Partnerships), WFP strengthened its existing partnerships and made progress towards new strategic partnerships with the private sector and non-traditional donors.

In this regard, both capacity strengthening and emergency school feeding activities were implemented by WFP in close collaboration with various stakeholders, including the Chellaram Foundation, the African Development Bank, national government and public entities, the PNASE, the CONSAN, education directorates, as well as civil society organizations, including parents' associations. The activities implemented by WFP in 2021 also contributed to improved gender equality outcomes, especially for schoolboys and schoolgirls. Notably, WFP's emergency school feeding intervention and the community school gardens targeted vulnerable boys and girls to mitigate the negative impact of the pandemic on their wellbeing through nutritious food. Other partners also contributed to the containment and mitigation of the COVID19 pandemic impact whereby, for example in the last quarter of 2020, as part of the back-to-school campaign implemented in partnership with UNICEF, 47 Metric Tonnes of food commodities were delivered to vulnerable children.

2. Reasons for the evaluation

2.1. RATIONALE

17. The evaluation is being commissioned for the following reasons:
18. Sao Tome & Principe (STP) country Office has initiated the discussions with HQ on the planning of its second generation CSP (aligned to the new UNSDCF) that will be submitted to the Executive Board by November 2023.
19. The evaluation topic will cover WFP capacity strengthening activities and will be used by WFP Sao Tome and Principe (STP) Country Office and the Government to generate the most useful evidence on key achievements and lessons learned from current WFP programmes in the country to inform the design of the new CSP and interventions.
20. As a corporate requirement, WFP conduct at least one Decentralize Evaluation and a CSP Evaluation at the penultimate year of the CSP 2019 – 2024. From the context in STP where the UNCT has elaborated a new UNSDCF, it is important that WFP shorten for 1 year the period of the current CSP, and then design a new one to align with the UNSDCF 2023 - 2026. As such, it is important that the evaluations look at other activities that have been implemented like the in-kind emergency response to school children during the COVID pandemic.
21. The Evaluation will also inform potential areas for WFP programme intervention in the new CSP as per comparative advantage of WFP (Nutrition, etc.)

2.2. OBJECTIVES

22. Evaluations 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 WFP Country Capacity Strengthening activities to the government and local communities on the improvement of Home-Grown School Feeding (HGFS), support to smallholder farmers and emergency assistance to school affected children.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also 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.

Specific objectives

- Measure the overall performance of the capacity strengthening activities, with focus on the relevance, effectiveness, efficiency, coherence, impact and sustainability of the interventions.
- Assess the achievement of results defined by stakeholders, the factors for success and failure of the strategies implemented to achieve the expected results, as well as the geographical coverage of interventions and targets.
- Analyse the involvement and accountability of actors and stakeholders, identify strengths and weaknesses of implementation strategies, difficulties encountered, opportunities and threats to the school feeding policy, agricultural activities, and WFP emergency response.
- Assess the structural and financial sustainability (stakeholders/capacity of actors, modalities of implementation of activities, efforts made by government services, civil society organisations, local communities, and other vulnerable groups)
- Analyse gender equality and women empowerment, including human rights approaches, accessibility to income generating opportunities for women, and environmental sustainability of smallholder farming activities.

- Document best practices, lessons learned in relation to intervention design and implementation, management, which could be used for replication or scaling up.
- Make proposals/recommendations for the improvement of future interventions in terms of programmatic interventions/area as per WFP comparative advantage and in terms of evaluation criteria and implementation strategies.
- Assess the feasibility and implementation status of the government vision to successfully integrate small holder farmer systems with school feeding.
- Assess the opportunities of the Government to base the school feeding meals on local products, influencing dietary habits of children and their parents, incentivizing local small holder farmers to increase their production to meet the additional demand created through this programme and the change in dietary habits.

2.3. STAKEHOLDER ANALYSIS

23. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.
24. Accountability to affected populations, is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic).

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (CO) in STP	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. The country office has 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 programmes. The country office will be involved in using evaluation findings for programme implementation and/or in deciding on the next CSP and partnerships.
Dakar Regional bureau (RB) for West and central Africa	Key informant and primary stakeholder - Responsible for both oversight of country offices and technical guidance and support, the regional bureau management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the next programme, thus it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation officers support country office/regional bureau management to ensure quality, credible and useful decentralized evaluations.
WFP HQ divisions	Key informant and primary stakeholder - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate

	<p>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 headquarters 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. They may use the evaluation for wider organizational learning and accountability.</p>
<p>WFP Office of Evaluation (OEV)</p>	<p>Primary stakeholder – The Office of Evaluation 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 decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products</p>
<p>WFP Executive Board (EB)</p>	<p>Primary stakeholder – the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.</p>
<p>External stakeholders</p>	
<p>Beneficiaries [women, men, boys, girls and persons with disabilities, the elderly]</p>	<p>Key informants and primary/secondary stakeholders - As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups (school children, smallholder farmers, members of the Parents and teachers Associations, etc.) will be determined and their respective perspectives will be sought.</p>
<p>Government</p>	<p>Key informants and primary stakeholder - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Key Government counterparts are i) The Ministry of Education and Higher Education through the National School Feeding and Health Programme (PNASE), ii) the Ministry of Agriculture, Fisheries and Rural Development through the Rural Development Support Centre (CADR), iii) the National Council for Food Security and Nutrition (CONSAN)</p>
<p>United Nations country team (UNCT) UNFPA, UNHABITAT, FAO, IFAD, WHO, UNICEF</p>	<p>Secondary stakeholder - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.</p>
<p>Non-governmental organizations (NGOs) HELPO, ADAPPA</p>	<p>Key informants and primary stakeholder - NGOs are WFP 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. They will be involved in using evaluation findings for programme implementation.</p>

<p>Donors Chellaram Foundation, the Government of Brazil</p>	<p>Primary/secondary stakeholders - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes.</p>
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3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

25. WFP has strengthened Government of Sao Tome and Principe capacity to i) implement an environmentally and socially sustainable, gender-transformative and smallholder-friendly home-grown school feeding programme, ii) provide sustainable and equitable local food value chains and stimulating smallholder agricultural markets and iii) food emergency response to school children affected by the COVID-19 pandemic. Linkage is to ensure positive impacts for the nutrition of school-aged children, and the creation of markets for local farmers. Activities were accompanied by the capacity strengthening of local suppliers, rehabilitation of government warehouses and awareness-raising campaigns on COVID-19 prevention measures, hygiene, and best nutritional practices.
26. The activities implemented by WFP and partners (see the map in annex 1) were spread over the six districts of Sao tome and the region of Principe, covering more than 180 schools and smallholder farmers supported.
27. Implementation period of the capacity strengthening supports activities is 01 July 2019 to 31 December 2022.
28. An evaluation of WFP Operation (2012-2016) found that the intervention was relevant given the country context. The government have limited capacities to manage school feeding autonomously. The sustainability of the school feeding program was therefore compromised. After the end of WFP direct implementation activities in 2015, canteens continued to function in all schools, with some changes introduced, including parental contributions, menu content and nutritional value, and resource management. There was a strategy at the national level, but it is insufficient, and the resources allocated by the government are very low. Most of the targets foreseen on school feeding activities were achieved, namely: the targeted retention rate of 85% was achieved and exceeded for girls; the parity rate was maintained at a high level (0.98) for the first three years and reached the targeted rate at the end of the operation (1.04); the school attendance rate was achieved as targeted for girls and there was an overall increase in the school attendance rate for boys; there was an increase in the pass rate to the higher level from 82% to 87%, although without reaching the planned target of 90%. However, for capacity development activities, most of the planned activities were not carried out or only partially carried out, despite this being an essential aspect to support the transition process.
29. Strategic outcome 1 of the CSP 2019 – 2024 aimed to strengthen the capacity of the Government in STP to implement an environmentally and socially sustainable, gender-transformative and smallholder-friendly home-grown school meals (HGSM) programme and related food security and nutrition policies and programmes nationwide by 2030. To achieve this outcome, the subsequent outputs were formulated:
 1. Primary school children (Tier 3) benefit from an improved national HGSM framework to increase their access to nutritious food, improve health (SDG 3) and achieve better education results (SDG 4).
 2. The people of STP (Tier 3) benefit from well-coordinated, equitable smallholder agricultural market support and local food value chains that facilitate the HGSM initiative and increase their overall food security.
 3. The people of STP (Tier 3) benefit from strengthened national capacities to operate gender-transformative social and behavior change communication programmes on nutritional practices that improve their nutritional status.
 4. Food-insecure populations (Tier 3) benefit from strengthened capacity of the CONSAN to coordinate equitable and inclusive food security and nutrition policies and programmes to enhance their food and nutrition security.
30. Two main activities were planned under this strategic outcome, with the support of the NGOs ADAPPA and HELPO with whom Field Level Agreements were signed:

- a. Provide capacity strengthening to the Government in the design, management and coordination of an environmentally and socially sustainable, gender-transformative and nutrition-sensitive HGSM programme and related Food Security and Nutrition policies and programmes. This is a Home-Grown School Feeding focus activity where WFP assisted with the training of Government Staff on management, development of tools to plan, manage and report, revision of national SF policies and fund raising, financial support to PNASE, rehabilitation of Government warehouses, etc.
 - b. Provide capacity strengthening and coordination support to the Government in providing incentives for sustainable and equitable local food value chains and stimulating smallholder agricultural markets. For this activity, WFP supported Small Holder Farmers (SHF) to establish their SHF associations, trainings on agricultural practices, market negotiation skills, provision of agricultural inputs (seeds, tools), strengthening of food security reporting, improvement of irrigation systems, etc.
 - c. The draft Theory of Change (ToC) see annex 7, will be finalized by the Evaluation Team during the inception phase. The ToC is a hypothesis of how WFP foresee the change will occur in the CSP. It consists of a visual diagram with causal assumptions to lead to a common understanding of how change occurs, create awareness on different norms and values between stakeholders, generate co-ownership of the programme, help to decide on the scope of the programme, support decision-making on what interventions should be pursued to achieve the biggest impact by whom, etc.
31. Government and communities' capacities to operate gender-transformative social and behaviour change communication programmes on nutritional practices that improve their nutritional status were strengthened. In collaboration with FAO, UNHABITAT and ILO, implemented the Multi Partner Trust Fund (MPTF) joint COVID-19 project whose activities focused on ensuring the access of 600 vulnerable households to food and livelihood assets during and in the aftermath of crises. With the National Institute of Gender Equality and Parity (INPG) as one of the main implementing partners, this project had a strong gender component aimed at empowering vulnerable women by providing them with the necessary tools to produce food for their livelihood. A significant number of beneficiaries were female-headed households living in very poor conditions and at high risk of food insecurity, aggravated by the pandemic. During the implementation of this project, a pre and a post gender analysis was conducted and gender-sensitive awareness sessions were organized with the women and men beneficiaries aged 18-75 years. Between November and December each year, WFP supported the implementation of gender-based violence (GBV) related campaign organized by INPG during the 16 days of activism against GBV campaign. To that effect, WFP produced sensitization materials with key messages about the importance of fighting GBV which were distributed to other UN agencies and development partners to support the campaign.
32. The Country Strategic Plan (CSP) that was approved in June 2019 was also revised in 2020 and 2021. The last one was done following Government requests for WFP to support the national COVID-19 response plans. The revision facilitated the addition of a new strategic outcome (outcome No.2) with a new activity (Activity No.3) focusing on meeting the food and nutrition needs of crisis-affected populations, contributing to SDG target 2.1. WFP together with the Government and partners provided food assistance for 19,287 children from 127 schools located in four national districts (Cantagalo, Lobata, Lemba and Caue) and the autonomous region of Principe.

3.2. SCOPE OF THE EVALUATION

33. The Evaluation will cover the period from 01st July 2019 to December 31st, 2022, in all the six districts of the country and the Autonomous Region of Principe. Activities 1 (SF) and 2 (SHF) implemented through Institutional capacity strengthening under the strategic outcome 1 are concerned by the evaluation. As mentioned above, due to COVID pandemic, a budget revision was done to integrate in-kind emergency response to school affected children (Activity No.3). This Evaluation will focus on CSP activities 1 and 2. However as stated in section 2, the study will look at activity 3 and how the work presence and work of WFP on activity 1 and 2 have enabled a

successful implementation of activity 3, to provide more insight that can inform design of the new CSP.

34. Women, men, boys, girls and persons with disabilities, the elderly will be included and will require a certain degree of disaggregation in the way data will be collected and analysed.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

35. The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the i) Country Capacity Strengthening activities to the government and local communities on the improvement of Home-Grown School Feeding (HGSF), support to smallholder farmers, and ii) the emergency food assistance to school affected children with a view to informing future strategic and operational decisions.
36. The evaluation should analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate.

Table 2: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 –To what extent does the intervention meet the needs and priorities of the government, stakeholders and affected populations?		Relevance
1.1.	To what extent were activities and outputs of WFP support to the government consistent with the overall goal, objectives and intended impact?	Relevance
1.2	How appropriate and in line with national requirements has the results framework been, including the results chain as laid out in the theory of change?	Relevance
1.3	How have the national, local organizations and other actors of the civil society participated in the project design, implementation and monitoring?	Relevance
1.4	Is the intervention aligned with Government, WFP partners, UN agencies and donor policies priorities?	Relevance
1.5	To what extent have GEWE issues been incorporated in the design and implementation of WFP capacity strengthening and emergency response assistance across the country?	Relevance
EQ2 – To what extent has the intervention achieved, or is expected to achieve, its objectives and outcomes?		Effectiveness
2.1	To what extent has the intervention helped the government achieve their national priorities and goals?	Effectiveness
2.2.	Was the programme affected by COVID-19 and how did it address the consequences in the short and long term? Specifically did the programme offer any advantages	Effectiveness

	when responding to the COVID-19 pandemic in Sao Tome and Principe?	
2.3	Were results delivered to specific groups including girls, boys, men, women and people living with disabilities or other marginalised groups?	Effectiveness
EQ3 - To what extent did the intervention achieve an optimal use of the budget and time allocated?		Efficiency
3.1	Were the interventions implemented in the most efficient manner?	Efficiency
3.2	To what extent did the monetary and non-monetary contributions from the government enable the intervention to be implemented in an efficient manner?	Efficiency
3.3	Were the activities efficiently implemented (specifically timeliness of implementation, adequacy of inputs and cost effectiveness)?	Efficiency
EQ4 - To what extent is the intervention appropriate/compatible with other interventions in a country, sector or institutions?		Coherence
4.1	To what extent is WFP's support to government on school feeding, promotion of local products and smallholder farmers activities coherent and aligned with national programmes?	Coherence
4.2	What have been the synergies between WFP supported programmes and the interventions from Civil society, UN wider programmes, etc. ?	Coherence
EQ5 - To what extent has the intervention generated or is expected to generate significant positive or negative effects, intended or unintended, at a higher level?		Impact
5.1	Are national ministries adjusting policies, regulations, budgets or programmes as a result of the capacity strengthening?	Impact
5.2	What real difference has the activity made on the capacity to design, plan and implement programmes? How did the WFP support to government capacity building change beneficiaries lives and livelihoods?	Impact
5.3	Has the WFP support to government and subsequent activities empowered or developed and supported female leadership and independence of affected populations?	Impact
EQ6 - To what extent will the activities and achievements of the intervention be sustained long-term?		Sustainability
6.1	How have the activities built capacities and systems for the programmes to continue? Are there needs or gaps to be covered so that the government can pursue the programme without WFP support?	Sustainability

6.2	To what extent are the benefits of the activities likely to continue after WFP support has ceased?	Sustainability
6.3	What mechanisms have been put in place or can be put in place by the government to guarantee a successful financial stability and independence of the intervention?	Sustainability

37. The evaluation will apply the international evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact. As it will be building on to existing evidence generation and learning efforts which focused on impact and to an extent effectiveness, it will place more emphasis on the relevance, efficiency and sustainability of the activities. The sustainability aspect will consider the scalability of the Improving the education of the children and the extent to continue after donor funding has ceased.
38. The evaluation should analyse how GEWE objectives and GEWE mainstreaming principles were included in the activities design, and whether the object has been guided by WFP and system-wide objectives on GEWE.

4.2. EVALUATION APPROACH AND METHODOLOGY

39. The methodology will be designed by the evaluation team during the inception phase. It should:
 - Employ the relevant evaluation criteria above
 - 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
 - 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. There will be key informant interviews with national and district level stakeholders. There will also be individual interviews and FGD with beneficiaries at the district level. Both the individual interviews and/or focus group discussions will be gender sensitive.
 - Ensure using mixed methods that women, girls, men, and boys from different stakeholders' groups participate and that their different voices are heard and used.
 - The methodology ideally should use a combination of innovative approaches like social network analysis and empowerment evaluations to analyse the institutional landscape and partnership for capacity building; assess achievement of capacity building activities. One key outcome of the evaluation should be to help stakeholders build the vision and strategy for the future further.
40. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory, etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will take into account any challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).
41. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible.
42. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.

43. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender and equity-responsive evaluations in the future.

44. The following mechanisms for independence and impartiality will be employed

- **Evaluation Manager (EM):** Will not be part of the data-day-to-day implementation programme.
- An **Evaluation Committee (EC)** composed of representatives from WFP will be appointed and involved through all phases of the evaluation. The EC is responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products submitted to the co & EC Chairs for approval.
- An **Evaluation Reference Group (ERG)** composed of the technical committee will be set up to steer the evaluation, comment on all evaluation deliverables, and exercise oversight over the methodology.
- All products including inception report and evaluation report from the Evaluation Team will be externally and independently quality assured (both by the ERG and the Decentralized Evaluation Quality Assurance System (DEQAS)); and
- The Evaluation team is expected to set out how ethics can be ensured at all stages of the evaluation and that they seek appropriate ethical clearances (institution and local) for the design ahead of going to the field. Furthermore, the Evaluation Manager will work together with the committee members to ensure that the appropriate safeguards for impartiality and independence are applied throughout the process. The WFP Regional Evaluation Officer will provide additional support to the management process as required.

45. The following potential risks to the methodology have been identified

S/No.	Potential Risk	Mitigation Actions
1	The Evaluation Team may have challenges regarding the availability of data for some indicators due to gaps in record keeping as well as quality issues.	Secondary data sources from monitoring may assist for the best estimates possible. In addition, the team will explore different options to fill in existing data gaps.
2	Difficulties accessing government institutional partners and representatives and staff turnover within government may result in significant changes in personnel.	WFP Country Office will use their relationships with the government to establish a means of identifying and facilitating ongoing engagements with key persons.
3	The evaluation team may have challenges travelling to Sao Tome & Principe due to COVID-19 travel restrictions.	Flexibility on how and when data can be collected may also consider engaging more national consultants to do the actual data collection or reviewing the feasibility of conducting remote data collection exercises such as use of phone interviews. A specific data needs identification, and collection strategy will be formulated at the inception phase.
4	The legislative elections planned in September could lead to more turnover and lack of key respondents	The Evaluation will conduct an inception mission before the elections and plan for an extended list of interview partners to ensure the relevant Government staff that participated in WFP programmes are met.
5	Accessing beneficiaries and non-beneficiaries for data collection if remote	Communicate with cooperating partners and beneficiaries on dates when the remote data

	data collection is used due to connectivity issues and lack of access to technology for the most vulnerable people.	collection will be done. Also consider sampling more beneficiaries to take care of non-response rate.
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46. The evaluation team will need to expand on the methodology presented in the ToR finalize the ToC and develop a detailed evaluation matrix in the inception report.

4.3. EVALUABILITY ASSESSMENT

47. Evaluability is the extent to which the subject can be evaluated in a reliable and credible way. Evaluability is high if the subject has:
- A clear description of the situation before/at the start that can be used as reference point to measure change (baseline).
 - A clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed.
 - A set of clearly defined and appropriate indicators with which to measure changes.
 - A defined timeframe by which outcomes should be occurring; and (e) a monitoring system for regularly collecting, storing and analysing performance data.
48. The level of evaluability of the capacity strengthening activities and food emergency response in WFP STP Country Strategic Plan to meet the objectives set out is assessed to be good at this preliminary stage because:
- The CSP narrative and update from the budget revision is available
 - Baseline figures are available from WFP
 - Regular monitoring of the activities through the various coordination mechanisms has taken place and is documented (these include annual country reports 2019, 2020 and 2021, Coordination Unit monthly meeting minutes, activity and budget tracker, quarterly and biannual updates).
 - Government archives and activities reports
 - WFP CSP has a Theory of Change, and detailed Results Framework with all programme indicators and targets (see Annex 7)
49. Information exists for assessing the achievements of intended outcomes and the utilization of resources over the period under review. A detailed evaluability assessment will be carried out at the inception phase to determine the appropriateness of the methodological approach. It is expected that the evaluation will make use of already existing data as follows:
- Baseline figures
 - Routine Progress Reports
 - Project proposal including the Results Framework and Key Deliverables
 - Monitoring data and reports
 - Country Portfolio budget
 - Quarterly, semi-annual and Annual country and Progress reports/updates
50. Depending on the spread of COVID-19 and policy measures in place at the time of data collection, the team may either collect primary data via normal face-to-face surveys; or collect primary data via remote data collection means. Remote data collection may bring challenges in access to all sampled beneficiaries because some beneficiaries may not have access to phones while in some cases, there may be connectivity challenges. The evaluation team should therefore rely on mix of primary and secondary data to have enough data for this evaluation. If there are more data gaps established during inception, WFP programme staff will be available to support the evaluation team to address these gaps. There are other relevant interventions where secondary data can be sourced from.

51. Concerning the quality of data and information, the evaluation team should:
- Assess data availability and reliability as part of the inception phase expanding on the information provided. This assessment will inform primary and secondary data collection plan.
 - Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
52. To ensure quality and credibility while maximum use of existing and collected data the evaluation team will:
53. Primary data
- **Potential limitations:** Data capture shortfalls for some indicators identified at baseline.
 - **Mitigation measures:** Systematically check accuracy, consistency and validity of all primary data and information collected and transparently acknowledge any limitations / caveats in drawing conclusions using the data during the end line evaluation.
54. Secondary data
- **Potential limitations:** Reliability of secondary data collected at baseline and transparently acknowledge limitations / caveats regarding use of this data.
 - **Mitigation measures:** Assess reliability of secondary data collected baseline and transparently acknowledge limitations / caveats regarding use of this data. This assessment will inform the design of the primary data collection during the end line evaluation.
55. 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 expanding on the information provided in Section 4.3. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

4.4. ETHICAL CONSIDERATIONS

56. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.
57. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.
58. Contractors are also be requested to reflect on these ethical issues and propose mitigating/safeguarding measures as part of their proposal.
59. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP capacity strengthening activities nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

4.5. QUALITY ASSURANCE

60. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. 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.
61. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) 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. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
62. 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. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.
63. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),^[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.
64. 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.
65. 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 the [WFP Directive CP2010/001](#) on information disclosure.
66. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
67. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

68. Table 3 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 3: Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	1 June to 29 July	Preparation of ToR Selection of the evaluation team & contracting Document review	Evaluation manager & Evaluation Committee
2. Inception	1 August to 07 October	Inception mission Inception report	Evaluation Team & Evaluation Committee
3. Data collection	10 to 25 October	Fieldwork Exit debriefing	Evaluation Team & Evaluation Committee
4. Reporting	26 October to 9 January 2023	Data analysis and report drafting Comments process Learning workshop (if planned) Evaluation report	Evaluation Team Evaluation manager & Evaluation Team Evaluation Team
5. Dissemination and follow-up	10 January to 07 February 2023	Management response Dissemination of the evaluation report	Evaluation manager, Evaluation Committee & Evaluation Team

5.2. EVALUATION TEAM COMPOSITION

69. The evaluation team is expected to include 3 members, including the team leader. The team leader should be an internal person. A mix of national and international evaluator(s) will be required. To the extent possible, the evaluation will be conducted by a gender-balanced and 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. Ideally at least one team member should have WFP experience.

70. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:

- Expert in social and human sciences/evaluation of development projects and programs.
- Have Sao Tome & Principe nationality for the 2 national consultants.
- Have a doctorate or master's degree in sociology, anthropology, demography, statistics, etc. and have at least 5 years of experience in the evaluation of development projects or programs.
- Experience working with the United Nations would be a plus.
- Have a good knowledge of protection issues, human rights and marginalized populations.
- Demonstrated experience in conducting similar studies in Sao tome & Principe
- Have relevant experience in processing and analysing qualitative and quantitative data.
- Have a good knowledge of computer tools (World, Excel and other data processing software).
- Having a perfect knowledge of the main languages spoken in the districts targeted by the evaluation is an asset.
- Familiarity with UN programs is an asset; and good knowledge of English is a plus.
- Evaluating capacity development and strengthening activities and social policy/social development initiatives in low-income countries

Some cross cutting experience expected from the consultants include the followings:

- Demonstrated experience in designing and leading complex evaluations.
 - Highly experienced in a range of evaluation approaches including approaches that mix quantitative, qualitative and participatory methods.
 - Strong knowledge and experience in the selection and implementation of statistically accepted sampling methods.
 - Exceptional data analysis skills for both qualitative and quantitative data.
 - Excellent report writing skills.
 - Gender expertise and good knowledge of gender issues and tools for integrating human rights
 - Good knowledge of education, agriculture and value chain, nutrition, health and gender equality development issue.
 - All team members should have strong analytical and communication skills, evaluation experience
 - The National evaluators should be familiarity with the Sao tome & Principe and/or the West and Central Africa region.
 - Excellent ability to communicate and write in English and Portuguese. At least one team member should be able to communicate in local language (Portuguese). The inception and the evaluation report will need to be submitted in English and Portuguese both at the draft and final stage to allow for all evaluation stakeholders to understand and provide inputs.
71. The team leader will have expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English and Portuguese writing, synthesis and presentation skills. 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; and 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.
 72. 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; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
 73. 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.

5.3. ROLES AND RESPONSIBILITIES

74. The WFP Sao Tome and Principe Country Office **management**¹ (**M. Aboubacar GUINDO, Country Director, a.i.**) will take responsibility to:
- Assign an evaluation manager for the evaluation: Levis KAMGAN, Monitoring and Evaluation Officer
 - Compose the internal evaluation committee and the evaluation reference group (see below)
 - Approve the final ToR, inception and evaluation reports
 - Approve the evaluation team selection
 - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
 - 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
 - Organize and participate in two separate debriefings, one internal and one with external stakeholders
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
75. The **evaluation manager** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, if appropriate the firm's focal point, and WFP counterparts to ensure a smooth implementation process.
76. An internal **evaluation committee** is formed to help ensure the independence and impartiality of the evaluation and will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. Annex 3 provides further information on the composition of the evaluation committee.
77. **An evaluation reference group (ERG)** is formed as an advisory body with representation from the key internal and external stakeholders for the evaluation (see Annex 3). The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.
78. **The regional bureau:** the regional bureau 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 required
 - Provide comments on the draft ToR, inception and evaluation reports
 - Support the preparation of a management response to the evaluation and track the implementation of the recommendations.
79. While the regional evaluation officer Claudia SCHWARZE, will perform most of the above responsibilities, other Regional bureau-relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

¹ The Country Director of WFP Cameroon is supervising WFP Office in Sao Tome and Principe. The Evaluation Manager is also based in Cameroon Country Office.

80. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner UN agencies)** will be consulted during the evaluation process and their inputs will be critical to assessing the level of implementation of activities and achievement of results.
81. **Parents and teachers' associations, Smallholder Farmers associations.** They will be consulted to provide information on their respective implication and work with the capacity strengthening and emergency response activities
82. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.
83. **Beneficiaries:** will be consulted during the evaluation process and their inputs will be critical to assessing the level of implementation of activities and achievement of results. They will participate in individual interviews and/or focus group discussions. It is integral that the evaluation team consider all types of beneficiaries, ensuring that they are able to speak individually and/or via disaggregated focus groups with women, men, girls, and boys as well as elderly persons within the community. Special attention to the various ways in which each beneficiary group has benefitted (or not) from the programme should be noted.

5.4. SECURITY CONSIDERATIONS

84. **Security clearance** where required is to be obtained from WFP Sao Tome & Principe (STP) Country Office
 - Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.
 - As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings. .
85. To avoid any security incidents, the WFP Co-Chair of the evaluation committee is requested to 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 team members observe applicable United Nations security rules and regulations – e.g. curfews etc. as well as any national restrictions related to COVID-19

5.5. COMMUNICATION

86. 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.
87. The **Evaluation Manager** led by WFP, will be responsible for:
- Sharing all draft products including ToR, inception report, and evaluation report with internal and external stakeholders to solicit their feedback, specifying date by when feedback is expected and highlighting next steps;
 - Documenting stakeholder feedback systematically, showing how it has been used in finalising the products, ensuring that where feedback has not been used sufficient rationale is provided;
 - Informing stakeholders (through the ERG) of planned meetings at least one week before and where appropriate sharing the agenda for such meetings;
 - Informing the team leader in advance regarding the people who have been invited for meetings that the team leader is expected to participate and sharing the agenda in advance.
 - Sharing final evaluation products (ToR, inception and evaluation report) with all the internal and external stakeholders for their information and action as appropriate.
 - Developing a communication and learning plan which should include GEWE responsive dissemination strategies, indicating how findings will be disseminated and how stakeholders interested or those affected by GEWE issues will be engaged, if appropriate.
88. The **Evaluation Team** will be responsible for:
- Communicating the rationale for the evaluation design decisions, sampling, methodology, tools through the inception report and reflecting discussions held with and feedback from stakeholders;
 - Working with the evaluation manager to ensure a detailed evaluation schedule (annexed to the inception report) is communicated to stakeholders before field work starts;
 - Sharing a brief PowerPoint presentation before debriefings to enable stakeholders joining the briefings remotely to follow discussions;
 - Including the final report the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues i.e. excluding any sensitive information and/or names where necessary); and
 - Systematically considering all stakeholder feedback when finalising the evaluation report, and transparently providing rationale for feedback that was not used addressed.
89. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. Evaluation will be conducted in Portuguese, and product drafted in both English and Portuguese.
90. Based on the stakeholder analysis, the communication and knowledge management plan (in Annex 5) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
91. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following up the approval of the final evaluation report, and management response and ensuring that they are uploaded to the appropriate systems.
92. To enhance the use of evaluation findings, WFP may consider holding a remote dissemination and learning workshop. Such a workshop will target key government officials, donors, UN staff and partners. The team-leader may be called to co-facilitate the workshop. The details will be provided in a communication plan that will be developed by the evaluation manager jointly with the team leader during the inception phase.

93. To enable lessons learning and showcase the Impact of WFP work in the Country - vis-a-vis its mandate and goals expressed through the CSP formulation - the Evaluation Team should be able to use all the Communications and Media products generated and made available by WFP CO team. Mirroring the communications and media products with each Result formulation, Evaluation Team should show consistency (or inconsistency) between formulation, communication and actual findings on the ground. Achievements, Shortcomings, Lessons Learnt should be clearly showcased in the evaluation report.
94. Evaluation Team should be capable of producing a Timeline of Key Events versus CSP Line of Sight.
95. The Country Office Communication unit will be responsible for:
 - Compilation and sharing of all communication products (videos, photos, info graphs, fact cards, videos and photo-stories) on WFP activities over the period under evaluation
 - Producing a short video on the evaluation process carried out
 - Producing a booklet showcasing the impact of the CSP as per evaluation findings
 - Organize a photo-exhibition of the main impact of the CSP from the evaluation report

5.6. PROPOSAL

96. The evaluation will be financed from WFP programme funds.
97. The offer will include a detailed budget for the evaluation, including consultant fees, international travel costs and other costs (visa, covid-19 test, etc.).
98. In country road travel for the evaluation team shall be arranged by the Country Office
99. The budget should include all costs associated with the evaluation team (their time, etc.). In addition, the budget should include costs related to field travel (vehicle hires, per diem, accommodation, communications, etc.). Further, costs associated with the field-based data collection should also be included in the budget.
100. 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.
101. Please send any queries to Levis KAMGAN, Evaluation Manager, at levis.kamgan@wfp.org

Annexes

Annex 1: Map



Annex 2: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation		Up to 9 weeks
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	(2 weeks) 1 – 15 June
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	(5 days) 16 – 22 June
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	(3 days) 23 June – 28 June
EM	Start identification of evaluation team (EoI already sent by RBD – 9 firms interested to conduct this DE)	1 day
ERG	Review and comment on draft ToR	(2 weeks) 15 – 27 June
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	(1 week) 28 June – 01 July
EC Chair	Approve the final ToR and share with ERG and key stakeholders	(1 week) 28 June – 1 st July
EM	Assess evaluation proposals and recommends team selection	(3 days) 4 – 8 July
EM	Evaluation team recruitment/contracting	(2 weeks) 11 – 22 July
EC Chair	Approve evaluation team selection and recruitment of evaluation team	(1 week) 25 – 29 July
Phase 2 - Inception		Up to 7 weeks
EM/TL	Brief core team	(1 day) 1 st August
ET	Desk review of key documents	3 days 2 – 4 August
	Inception mission in the country (if applicable)	(1 week) 5 – 11 August
ET	Draft inception report	(1 week) 12 – 18 August
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	(1 week) 19 – 25 August
ET	Review draft IR based on feedback received by DEQS, EM and REO	(1 week) 26 August – 1 Sept.
EM	Share revised IR with ERG	2 Sept.
ERG	Review and comment on draft IR	(2 weeks)

		5 – 19 Sept.
EM	Consolidate comments	20 Sept.
ET	Review draft IR based on feedback received and submit final revised IR	(1 week) 21 – 28 Sept.
EM	Review final IR and submit to the evaluation committee for approval	29 Sept.
EC Chair	Approve final IR and share with ERG for information	(1 week) 30 Sept. – 7 Oct.
Phase 3 – Data collection		Up to 3 weeks
EC Chair/ EM	Brief the evaluation team at CO	(1 day) 10 Oct
ET	Data collection	(2 weeks) 11 – 24 Oct.
ET	In-country debriefing (s)	(1 day) 25 Oct.
Phase 4 - Reporting		Up to 11 weeks
ET	Draft evaluation report	(3 weeks) 26 Oct – 16 Nov
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	(1 week) 17 – 23 Nov.
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	(1 week) 24 au 30 Nov.
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	1 st Dec.
ERG	Review and comment on draft ER	(2 weeks) 2 – 15 Dec.
EM	Consolidate comments received	16 Dec.
ET	Review draft ER based on feedback received and submit final revised ER	(2 weeks) 17 - 30 Dec.
EM	Review final revised ER and submit to the evaluation committee	2 January
EC Chair	Approve final evaluation report and share with key stakeholders for information	3 – 9 January 2023
Phase 5 - Dissemination and follow-up		Up to 4 weeks
EC Chair	Prepare management response	(4 weeks) 10 Jan. – 7 Feb.
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	Week of 7 Feb.

Annex 3: Role and Composition of the Evaluation Committee

Context: The Sao Tome & Principe (STP) Country Office has initiated the discussions with HQ on the planning of its second generation CSP (aligned to the new UNSDCF) that will be submitted to the Executive Board by November 2023. This evaluation will help generate the most useful evidence on key achievements and lessons learned from current WFP programmes in the country to inform the design of the new CSP and interventions. Government and community capacity strengthening on home-grown school feeding and smallholder farmers access to markets are the activities that will be covered by the Decentralised Evaluation, from July 2019 to December 2022 in all the six districts of Sao Tome and the Autonomous Region of Principe. The evaluation will be conducted during a period of 9 month, from June 2022 to March 2023 so that findings and evidence can inform the development of the new CSP.

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP Evaluation Policy 2022. This will be achieved by supporting the evaluation manager in decision-making, reviewing draft deliverables (TOR, inception report and evaluation report) and submitting them for approval by the chair of the committee.

Composition: The evaluation committee will be composed of the following staff:

	NAME OF STAFF	FUNCTION	ROLE IN EC
1	Aboubacar GUINDO	The Country Director a.i. (Chair) DCD Cameroun CO	Chair of the Evaluation Committee
2	Edna PERES	The Sao Tome officer in charge	Chair alternate of the Evaluation Committee /FP gender
3	Levis KAMGAN	M&E officer based in Cameroun CO	Evaluation Manager/Secretary
4	Leon Victor	Programme Officer	Member
5	Celestino CARDOSO	Programme Associate	Member
6	Carlos SOUSA	STP M&E Officer	Member
6	Ghislain LEBY	Procurement Officer	Member
7	Claudia SCHWARZE	Regional Evaluation Officer/RBD	Member
8	Isabelle CONFESSON	Evaluation Officer/RBD	Member

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

The overall purpose of the evaluation reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and Use:** Stakeholders’ participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The main roles of the evaluation reference group are as follows:

- Review and comment on the draft ToR
- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations
- Participate in learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

Composition

Country office	Name
<ul style="list-style-type: none"> • Country Director a.i (Chair) • STP Head of Office and OIC (Chair alternate) • Evaluation Manager (secretary) • Programme Officer • Programme associate • M&E officer • Procurement officer 	<ul style="list-style-type: none"> • Aboubacar GUINDO • Edna PERES • Levis KAMGAN • Leon Victor MUSHUMBA • Celestino CARDOSO • Carlos SOUSA

<ul style="list-style-type: none"> • Regional Evaluation Officer/RBD • Evaluation Officer/RBD 	<ul style="list-style-type: none"> • Ghislain LEBY • Claudia SCHWARZE • Isabelle CONFESSON
Regional bureau	Name
<ul style="list-style-type: none"> • Regional Evaluation Officer • Evaluation Officer • Head of Programme • CCS Advisor • Regional Gender Advisor • Regional School feeding Advisor • Regional SAMS • Regional Monitoring Advisor 	<ul style="list-style-type: none"> • Claudia SCHWARZE • Isabelle CONFESSON • Thomas CONAN • Rivandra ROYONO • Ramatoulaye DIEYE • Karen OLOGOUDOU • TBD • Noha MOHAMED
Governmental partners	Name
<ul style="list-style-type: none"> • Coordinator of PNASE • PNASE/MINEDUC Nutritionist • Ministry of Agriculture Director General • Coordinator of CONSAN 	<ul style="list-style-type: none"> • Arlindo Capela • Youdmila • Armando Dias • Celso Garrido
UN agencies	Name
<ul style="list-style-type: none"> • FAO Programme Assistant • ILO Representative • UN-HABITAT Attache de cooperation • UNFPA Officer in Charge • UNICEF • WHO • RCO Economist 	<ul style="list-style-type: none"> • Barbara Campos • Lurdes Viegas Santos • Cesaltino Fernandes • Victoria Dalva • Louis Bonfim • Claudina Cruz • Osmar Ferro
Other partners	Name
<ul style="list-style-type: none"> • HELPO • Coordinator ADAPPA • Centre of Excellence in Brazil (WFP) 	<ul style="list-style-type: none"> • Miguel Jarimba • Carlos Tavares • Felipe Albuquerque

Annex 5: Communication and Knowledge Management Plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How Communication channel	Why Communication purpose
Preparation	Draft TOR	Evaluation Reference Group	Evaluation manager	Email: ERG meeting if required	To request review of and comments on TOR
	Final TOR	Evaluation Reference Group; WFP Management; Evaluation community; WFP employees	Evaluation manager	Email; WFPgo; WFP.org	To inform of the final or agreed upon overall plan, purpose, scope and timing of the evaluation
Inception	Draft Inception report	Evaluation Reference Group	Evaluation manager	Email	To request review of and comments on IR
	Final Inception Report	Evaluation Reference Group; WFP employees; WFP evaluation cadre	Evaluation manager	Email; WFPgo	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc.
Data collection	Debriefing power-point	Commissioning office management and programme staff; Evaluation Reference Group	Team leader (may be sent to EM who then forwards to the relevant staff)	Meeting	To invite key stakeholders to discuss the preliminary findings
Reporting	Draft Evaluation report	Evaluation Reference Group	Evaluation manager	Email	To request review of and comments on ER

	Validation workshop power-point and visual thinking	Commissioning office management and programme staff; Evaluation Reference Group; partners	Evaluation manager and Team Leader	Meeting	To discuss preliminary conclusions and recommendations
	Final Evaluation report	Evaluation Reference Group; WFP Management; donors and partners; Evaluation community; WFP employees; general public	Evaluation manager	Email; WFPgo; WFP.org; Evaluation Network platforms (e.g. UNEG, ALNAP)	To inform key stakeholders of the final main product from the evaluation and make the report available publicly
Dissemination & Follow-up	Draft Management Response	Evaluation Reference Group; CO Programme staff; CO M&E staff; Senior Regional Programme Adviser	Evaluation manager	Email and/or a webinar	To discuss the commissioning office's actions to address the evaluation recommendations and elicit comments
	Final Management Response	Evaluation Reference Group; WFP Management; WFP employees; general public	Evaluation manager	Email; WFPgo; WFP.org;	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
Dissemination & Follow-up (Associated Content)	Evaluation Brief	WFP Management; WFP employees; donors and partners; National decision-makers	Evaluation manager	WFP.org, WFPgo	To disseminate evaluation findings
	Infographics posters & data visualisation	Donors and partners; Evaluation community; National decision-makers; Affected populations, beneficiaries and communities; General public	STP Communications unit	WFP.org, WFPgo; Evaluation Network platforms (e.g. UNEG, ALNAP); Newsletter; Exhibition space	
	Video		Communications unit		
	Booklet summaries of findings		Evaluation manager		

Annex 6: Bibliography

WFP Sao Tome & Principe Annual Country reports 2019, 2020, 2021

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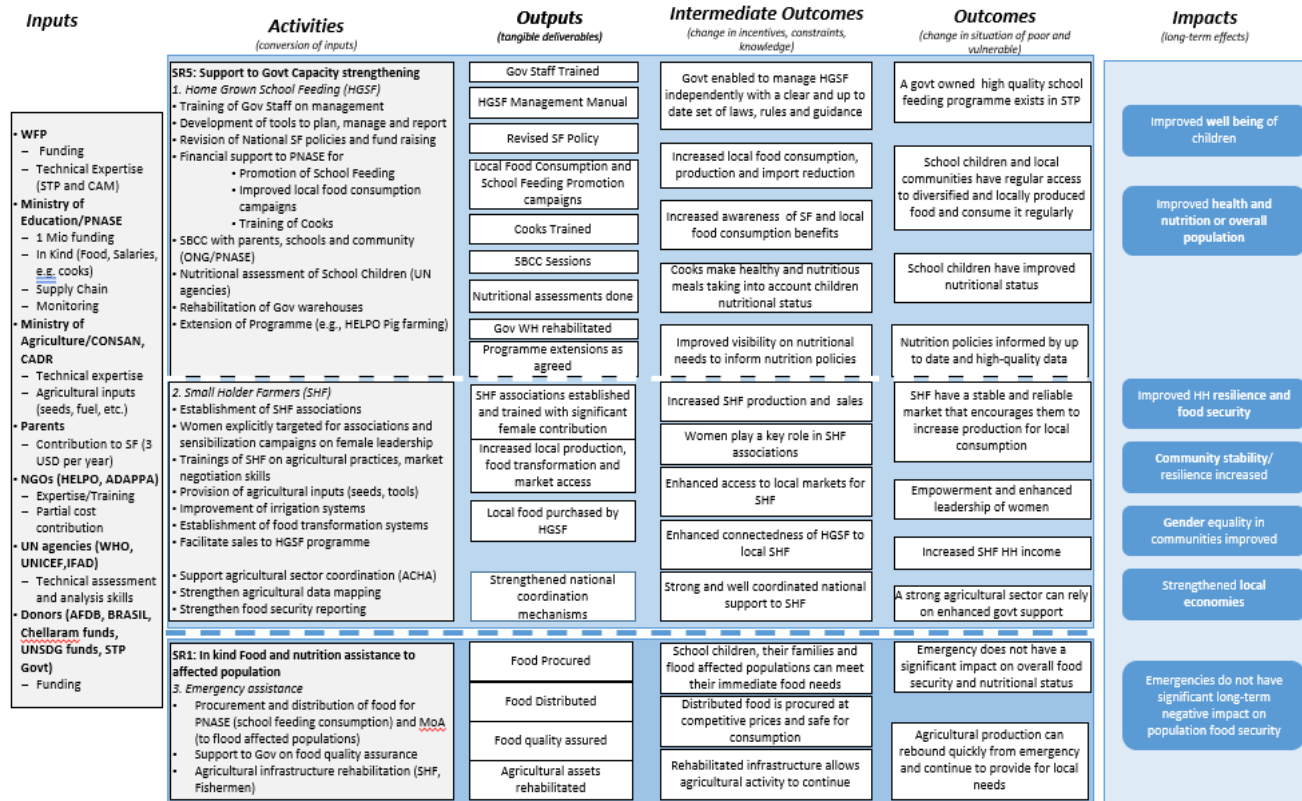
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Annex 7: Logical Framework and Theory of Change

THEORY OF CHANGE SAO TOME AND PRINCIPE

Legend: 1 Assumptions



Country Office: STPCO Select your country office				
CSP, Monitoring and Evaluation Planning				
Period: 2019 - 2024				
Indicator Name (STP CO)		Collection Method	Frequency of follow-up	
Strategic Objective 1	Strategic Objective 4: Support SDG implementation.			
Strategic Result 1	Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs (SDG target 17.9)			
Strategic Outcome 01	The Government of Sao Tome and Principe has strengthened capacity to implement an environmentally and socially sustainable, gender-transformative and smallholder-friendly home-grown school meals (HGSM) programme and related food security and nutrition policies and programmes nationwide by 2030.			
Outcome Category	5.1 Enhanced capacities of public and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations			
Activity 01	Provide capacity strengthening (including through South-South cooperation) to the Government in the design, management and coordination of an environmentally and socially sustainable, gender-transformative and nutrition-sensitive HGSM programme and related food security and nutrition policies and programmes.			
Activity Category	School meal activities			
Outcome indicator 1	SABER School Feeding National Capacity	SABER	Once every two years	
Outcome indicator 2	Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support (new)	Baseline Nutrition	Once a year	Once every five years
Outcome indicator 3	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Qualitative data collection	Quarterly	Quarterly
Outcome indicator 4	Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening (new)	Qualitative data collection	Quarterly	Quarterly
Output 1.1	The people of Sao Tome and Principe benefit from strengthened national capacities to operate gender-transformative social and behaviour change communication programmes on nutritional practices that improve their nutritional status.			
Output Category	C. Capacity development and technical support provided			
Output indicator 1	C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Qualitative data collection	Quarterly	
Output indicator 2	C.6 Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Qualitative data collection	Quarterly	
Output 1.2	Primary school children benefit from an improved national HGSM framework to increase their access to nutritious food, improve health and achieve better education results.			
Output Category	C. Capacity development and technical support provided			
Output indicator 1	C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Qualitative data collection	Quarterly	
Output indicator 2	C.5 Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Qualitative data collection	Quarterly	
Output indicator 3	C.8 USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support	Qualitative data collection	Quarterly	Quarterly
Output 1.3	Primary school children benefit from an improved national HGSM framework to increase their access to nutritious food, improve health and achieve better education results.			
Output indicator 1	M.1 Number of national coordination mechanisms supported	Qualitative data collection	Quarterly	Quarterly
Activity 02	Provide capacity strengthening and coordination support to the Government in providing incentives for sustainable and equitable local food value chains and stimulating smallholder agricultural markets.			
Activity Category	Smallholder agricultural market support activities			
Output 2.1	The people of Sao Tome and Principe benefit from well-coordinated, equitable smallholder agricultural market support and local food value chains that facilitate the HGSM initiative and increase their overall food security.			
Output Category	C. Capacity development and technical support provided			
Output indicator 1	C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Qualitative data collection	Quarterly	
Output indicator 2	C.6 Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Qualitative data collection	Quarterly	Quarterly
Output indicator 3	I.1 Number of policy engagement strategies developed or implemented	Qualitative data collection	Quarterly	Quarterly
Output indicator 4	K.1 Number of partners supported	Qualitative data collection	Quarterly	Quarterly
Output 2.2	Food-insecure populations benefit from the strengthened capacity of the Food Security and Nutrition Council to coordinate equitable and inclusive food security and nutrition policies and programmes to enhance their food and nutrition security.			
Output indicator 1	C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Qualitative data collection	Quarterly	Quarterly
Strategic Objective 2	Strategic Objective 1: End hunger by protecting access to food			
Strategic Result 2	Strategic Result 1: Everyone has access to food (SDG target 2.1)			
Strategic Outcome 02	Crisis-affected populations including school children in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises.			
Outcome Category	1.1 Maintained/ enhanced individual and household access to adequate food			
Output 2.3	Food-insecure populations benefit from the strengthened capacity of the Food Security and Nutrition Council to coordinate equitable and inclusive food security and nutrition policies and programmes to enhance their food and nutrition security.			
Output indicator 1	I.1 Number of policy engagement strategies developed or implemented			
Output indicator 2	K.1 Number of partners supported			
Activity 03	Provide food and nutrition assistance to crisis-affected populations through in-kind transfers.			
Activity Category	Unconditional resource transfers to support access to food			
Outcome indicator 1	Consumption-based Coping Strategy Index (Average)	Qualitative data collection	Quarterly	
Outcome indicator 2	Food Consumption Score – Nutrition	Qualitative data collection	Quarterly	
Outcome indicator 3	Food Consumption Score	Qualitative data collection	Quarterly	Quarterly
Output 3.1	Affected beneficiaries receive timely and adequate food to meet their food and nutrition requirements.			
Output Category	A. Resources transferred			
Output indicator 1	A.2 Quantity of food provided	Qualitative data collection	Quarterly	
Output indicator 2	A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	Qualitative data collection	Quarterly	
Output indicator 3	A.8 Number of rations provided	Qualitative data collection	Quarterly	Quarterly
Output 3.2	Affected populations benefit from enhanced government and partners' capacity, to ensure their safe and adequate access to food and nutrition.			
Output Category	C. Capacity development and technical support provided			
Output indicator 1	C.4 Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	Qualitative data collection	Quarterly	
Output indicator 2	C.6 Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Qualitative data collection	Quarterly	

Annex 8: Acronyms

OEV	Office of Evaluation
CSP	Country Strategic Plan
UNSDCF	United Nations Sustainable Development Cooperation Framework
HGSF	Home Grown School Feeding
SF	School Feeding
SMF	Smallholder farmers
PNASE	National School Feeding, and Health Programme
CONSAN	National Council for Food Security and Nutrition
CADR	Rural Development Support Centre
INPG	National Institute of Gender Equality and Parity
STP	Sao Tome & Principe
WFP	World Food Programme
EC	Evaluation Committee
EM	Evaluation Manager

ET	Evaluation Team
ERG	Evaluation Reference Group
UNDSS	United Nations Department of Safety & Security
UNCT	United Nations Country Team
SDGs	Sustainable Development Goals
MEHE	Ministry of Education and Higher Education
PHQA	Post Hoc Quality Assessment
GEWE	Gender Equality and Women Empowerment
GBV	Gander-Based Violence
ZHSR	Zero Hunger Strategic Review

World Food Programme

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