



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Evaluation of LESOTHO WFP Country Strategic Plan 2019-2024

Terms of reference

November 2022

Table of Contents

Table of Contents	2
1. Background	3
1.1. Introduction	3
1.2. Context	3
2. Reasons for the evaluation	11
2.1. Rationale.....	11
2.2. Objectives	11
2.3. Stakeholder Analysis	11
3. Subject of the evaluation	13
3.1. Subject of the Evaluation	13
3.2. Scope of the Evaluation	19
4. Evaluation approach, methodology and ethical considerations	20
4.1. Evaluation Questions and Criteria	20
4.2. Evaluation Approach and Methodology.....	22
4.3. Evaluability assessment	23
4.4. Ethical Considerations.....	24
4.5. Quality Assurance.....	24
5. Organization of the evaluation	26
5.1. Phases and Deliverables	26
5.2. Evaluation Team Composition	26
5.3. Roles and Responsibilities	28
5.4. Security Considerations	28
5.5. Communication	29
5.6. The Proposal	29
Annexes	30
Annex 1: Map with WFP Office	30
Annex 2: Fact Sheet	31
Annex 3: Timeline	33
Annex 4: Preliminary Stakeholder analysis	35
Annex 5: Evaluability assessment	39
Annex 6: WFP presence in years pre-Country Strategic Plan	42
Annex 7: Line of sight	44
Annex 8: Key information on beneficiaries and transfers	46
Annex 9: Communication and Knowledge Management plan	54
Annex 10: Template for evaluation matrix	57
Annex 11: Approved Country Strategic Plan document	61
Annex 12: Terms of Reference for the Country Strategic Plan Evaluation’s Internal Reference Group (IRG) 62	
Annex 13: Bibliography	65

1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

1.2. CONTEXT

General overview

4. Lesotho is a landlocked country surrounded by the Republic of South Africa with an area of 30,355 square kilometres¹ and a mountainous terrain for most part. The territory is divided into ten districts and four ecological zones. It has an estimated population of 2.1 million², 71.4 percent of them living in rural areas (2019)³ and its capital Maseru being the major urban area in the country. The Sotho or Basotho is by far the largest ethnic group in the country (99.7 percent), but minority groups include the Zulu.⁴
5. Lesotho's population is composed of 50.1 percent women and more than 60 percent of people between the age of 15 to 64. The total fertility rate is 3 children per woman, below the East and Southern Africa region's average of 4.8 children, and the adolescent birth rate is 91 per 1000 females aged 15-19 years in 2017, marginally below the average rate of 92 per 1000 females for East and Southern Africa region. Life expectancy at birth in 2020 was estimated at 58 years for women, higher than for men (52 years).⁵
6. The country has a low Human Development Index, that reached the value of 0.527 for 2019 and ranked 165 out of 189 countries.⁶ Lesotho has high levels of inequality and poverty, with a Gini coefficient of 44.9 percent for the period 2010-2018⁷ and with 27 percent of people living on less than \$1.90 PPP⁸ per day (2017).⁹ Although the country saw a significant poverty reduction over the past 20 years, it has stagnated in rural areas, widening the urban-rural gap.¹⁰ Lesotho is double burdened with high incidence of HIV and tuberculosis (TB); in 2020, the country had one of the highest TB incidence rates in the world and still has the second highest HIV prevalence, affecting especially women.

¹ CIA, The World FactBook-Lesotho, 2022

² World Bank, Lesotho, 2022

³ United Nations Development Programme, Human Development Reports – Data center, 2022

⁴ CIA, The World FactBook-Lesotho, 2022

⁵ United Nations Population Fund, World Population Dashboard. 2022

⁶ United Nations Development Programme, Human Development Reports – Data center, 2022

⁷ *Idem*

⁸ Purchase power parity

⁹ United Nations Department of Economic and Social Affairs, SDG Indicators Database 2022

¹⁰ World Bank, *Lesotho Poverty Assessment: Progress and challenges in reducing poverty*, 2019

The COVID-19 pandemic

7. The effects of the COVID-19 pandemic and lockdown measures limited movement in the country and in South Africa, exacerbated unemployment and affected income generation, challenging even more the country's economic recovery and poverty reduction.^{11,12} The lockdown measures and mobility restrictions especially affected the informal business sector and the textile industry - two sectors that mainly employ women.¹³ On the social front, there was a spike in gender-based violence and health related impacts occurred as a result of the diversion of finance with a focus on COVID-19, which caused the deteriorations in the maternal mortality rate, neonatal and under 5 mortality, and adolescent fertility rate. Similarly, there was a reduction of 67 percent in HIV testing among adolescents and young people.¹⁴

National policies and the SDGs

8. Lesotho has adopted the United Nations 2030 Agenda since 2016 and the main policy instrument through which the country is mainstreaming the SDGs is the 5-year national development plan, the Second National Strategic Development Plan (NSDP II) for the period 2018/19-2022/23.
9. The NSDP II aims to transform Lesotho from a consumer-based economy to a producer- and export-driven economy; it is the core instrument for all development and sectoral policies and constitutes the implementation framework for other instruments such as the National Vision 2020, the African Union Agenda 2063 and the Regional Indicative Strategic Development Plan of the Southern African Development Community.¹⁵ The NSDP II identifies four key priority areas: (1) Enhancing inclusive and sustainable economic growth and private sector-led job creation; (2) strengthening human capital; (3) building enabling infrastructure; and (4) strengthening national governance and accountability systems.
10. Different government ministries have competencies related to food or nutrition; however, the Food and Nutrition Coordination Office (FNCO) is responsible for strategic leadership and coordination.¹⁶ National commitment towards nutrition is reflected in the Lesotho Food and Nutrition Policy (LFNP) (2016) and the Food and Nutrition Strategy and Action Plan (FNSAP), launched in March 2019. The LFNP sets a vision for 2025 and presents policy objectives and targets in three areas: (1) Nutrition-specific programming; (2) nutrition-sensitive programming, and (3) the creation of an enabling environment.¹⁷ On the other hand, the FNSAP presents seven guiding principles for the development of food and nutrition interventions and the overall implementation of the strategy: (1) Food and nutrition as a basic human right; (2) multi-sectoral approach; (3) alignment with regional, continental and global commitments; (4) good governance; (5) community participation; (6) life-cycle approach, and (7) gender equality.
11. There are other policies relevant to the agriculture sector in the country like the agriculture sector strategy, national irrigation master plan, Water Act, Environment Act, Land Act and National Agriculture Investment Plan. Nonetheless, different reviews have found that there has been a lack of tools or budget for an effective implementation of policies. The Review of agricultural policies and legal frameworks (2022) supported by the Food and Agriculture Organization of the United Nations (FAO)¹⁸ allowed the review of sectoral policies from the past 20 years and the development of new policy which are in process of endorsement.
12. Moreover, policy tools related to disaster risk management and disaster risk reduction are in place and incorporate food security and nutrition components, this include the Disaster Management Act 1997, which established the Disaster Management Authority; the Disaster Risk Reduction Policy (2011), which aimed at integrating disaster risk reduction into national development frameworks, plans and programmes, strengthening institutional capacity and increasing public awareness about

¹¹ Ibid

¹² World Food Programme, Lesotho Annual country Report 2021,2022

¹³ IOM; FAO; UNAIDS; UNDP; UNFPA; UNICEF; WFP; WHO, UN Country Results Report 2021, 2022

¹⁴ UNICEF, Lesotho Country Office Annual Report 2021

¹⁵ Government of Lesotho, National Strategic Development Plan II 2018/19 to 2022/23

¹⁶ Government of Lesotho, Lesotho Food and Nutrition Strategy and Action Plan 2019-2013, 2019

¹⁷ Government of Lesotho, Lesotho Food and Nutrition Policy 2016-2025, 2016

¹⁸ Food and Agriculture Organization, Review of agricultural policies and legal frameworks, 2022

risk reduction and emergency preparedness; and the Lesotho National Strategic Resilience Framework (2019-2023), meant to be a tool for mainstreaming resilience across different national policies -agriculture, health and water being the core implementation sectors. This framework proposes eleven priority pillars within four capacity areas, under which strategic interventions can be implemented. Other strategies include the signature of a Memorandum of Understanding with the African Risk Capacity Group (ARC) in October 2020 to facilitate cooperation between ARC and the Government to address the impacts of extreme weather events.

13. To date, Lesotho has presented two Voluntary National Reviews (VNR) on the implementation of the 2030 Agenda in 2019 and 2022. Among the major national arrangements, the VNR 2022 highlighted the establishment of a multi-Stakeholder Coordination Structure to develop internal capacities for SDG-aligned development planning, implementation, monitoring and oversight, the development of the second National Strategy for Development of Statistics (NSDS II) and gender mainstreaming focus. Meanwhile, some challenges are related to taking effective action to combat climate change by building resilience and implementing adaptation measures, mobilising development finance and addressing the inequalities affecting vulnerable groups, particularly those to education, labour market, and health care, that were aggravated by the pandemic.¹⁹

Food and nutrition security

14. In 2021, Lesotho ranked 99 out of 116 countries in the Global Hunger Index (GHI) with serious level of hunger, which has been driven by the deterioration of undernourishment in the country, as compared to 2012 levels.²⁰ In the period 2019-2021, the prevalence of undernourishment reached 37.4 percent of the population and 30.9 percent of the population was severely food insecure.²¹
15. According to the IPC Acute Food Insecurity analysis for August 2022, 15 percent of the population in rural areas of Lesotho is classified in IPC Phase 3 (Crisis); six out of 10 analyzed districts have been classified in IPC Phase 2 (Stressed) and four in IPC Phase 3 (Crisis). Households are expected to face a decrease in crop production and loss of main livelihood earlier than in a normal year (July as opposed to October) due to heavy rains, in addition to higher prices as compared to 2021, as well as to increasing inflation and reduced income opportunities. The projections for the period October 2022 – March 2023 (lean season), indicate more people likely to experience high acute food insecurity, as compared to last year. More specifically, about 320,000 people would face a food insecurity situation (IPC Phase 3) and may require humanitarian assistance. On the other hand, normal rains have been forecasted, which could allow farmers to start planting on time and increase on-farm casual labour; nonetheless, income from non-agricultural activities is expected to remain slightly below normal.²²

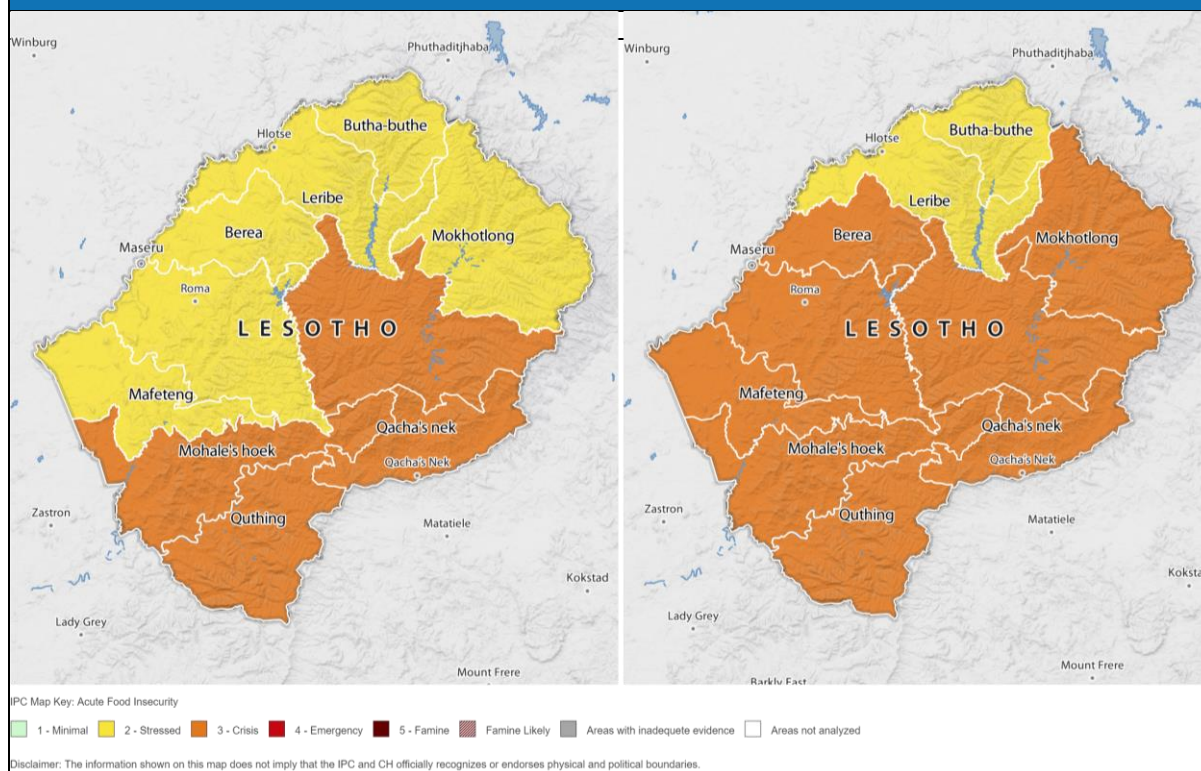
¹⁹ Government of Lesotho, Voluntary National Review on the implementation of the Sustainable Development Goals 2019 and 2022

²⁰ Global Hunger Index, Lesotho, 2022

²¹ FAO; IFAD; Unicef; WFP; WHO, *The State of Food Security and Nutrition in the World 2022,2022*)

²² Integrated Food Security Phase Classification, IPC acute food insecurity analysis July 2022 – March 2023, 2022

Figure 1: Lesotho, IPC acute food insecurity situation Jul-Sept 2022 (left) and projected Oct-Mar 2023 (right)



Source: *Integrated Food Security Phase Classification (Date of extraction: 05.09.2022)*

16. Stunting for children 5-years of age is 32 percent (2020); disaggregated data for 2018 available in the 2021 UN country Report indicates that it is more prevalent in boys (36.6 percent), compared to girls (32.7 percent), in rural areas (36 percent, compared to 28 percent in urban areas), and in children born to illiterate (58 percent) or adolescent mothers (39 percent).²³ Similarly, wasting is higher for boys (2.4 percent) than for girls (1.7 percent), according to 2018 figures.²⁴ Lastly, prevalence of overweight in children (moderate and severe) in 2020 was 7 percent, and 10.5 percent in the case of underweight (2018).
17. Malnutrition is the leading cause of death amongst children, and poor children are five times as likely to suffer from acute malnutrition; factors that pose a challenge in addressing malnutrition include poverty, natural disasters, low consumer demand for nutritious food, low agricultural productivity and limited capacity of government to deliver interventions.²⁵

Agriculture

18. The agriculture, forestry and fishing sectors constitute 4.9 percent of the country's gross domestic product (GDP), however Lesotho has 80.1 percent of land dedicated to agriculture and, as of 2019, employment in agriculture represented 44 percent of the total employment (47.7 percent for men and 39.8 percent in the case of women).²⁶ Agriculture is mostly subsistence, making it a much important source of livelihood for the Basotho.

²³ IOM; FAO; UNAIDS; UNDP; UNFPA; UNICEF; WFP; WHO, UN Country Results Report 2021, 2022

²⁴ World Bank, Lesotho, 2022

²⁵ IOM; FAO; UNAIDS; UNDP; UNFPA; UNICEF; WFP; WHO, UN Country Results Report 2021, 2022

²⁶ World Bank, Lesotho, 2022

19. The most recent Agriculture Census for the period 2019/2020 found that there has been a decline of 11.7 percent in agricultural holdings, compared to 2009/2010, as well as of area planted, area harvested and crop yield, in reference to the same period.²⁷
20. Lesotho is a net importer also when it comes to agriculture; in 2020, value of agricultural exports accounted for USD 83 million, while imports value was USD 447 million.²⁸ The main products exported in 2020 were wool products, cotton and wheat flour, while the main agriculture products imported include maize and wheat, flour, chicken offals, wheat, skimmed milk and other cereals,²⁹ and 70 percent of imports come from South Africa.³⁰

Climate change and vulnerability

21. Lesotho is highly vulnerable to climate change and variability, an aspect that is more apparent nowadays given the decrease in crop yields in recent years caused by more frequent droughts related to the *El Niño* and floods related to the *La Niña* phenomena. According to the 2019 Drought Situation Report,³¹ the delay in rains and water shortage has impacted many sectors, like sanitation, agriculture, food security, health and nutrition and has also been a significant factor for migration, both to urban areas as well as to South Africa, mainly.
22. Lesotho is party to the United Nations Framework Convention on Climate Change (UNFCCC) and in this framework has developed policies and institutional arrangements related to mitigation objectives, like the National Climate Change Policy (2017-2027) - developed under four pillars: (1) adaptation and climate risk reduction; (2) mitigation and low-carbon development pathways; (3) governance and institutional arrangements, and (4) climate finance and investment framework -, as well as the NSDP II, which aims at mainstreaming climate change and environmental protection.^{32,33}

Education

23. Primary education in Lesotho is free and compulsory; according to 2017 figures, the net enrolment rate for primary education was 93 percent (both for boys and girls), close to achieving universal primary education, however the primary completion rate for girls (94 percent) is considerably higher than for boys (78 percent).³⁴ The adult literacy rate is 76.6 percent for ages 15 and older, and only 30 percent of the population has reached a secondary level of education (2019).³⁵

Gender

24. Gender equality in Lesotho continues to be threatened, both for the under-representation of women in different political and social settings, but also because of the prevalence of gender-based violence (GBV).³⁶ In 2019, Lesotho ranked 139 out of 162 countries in the Gender Inequality Index (GII), which encompasses three dimensions (reproductive health, empowerment and the labour market)³⁷; major gaps can be seen in the proportion of seats in the parliament held by women in 2021 (23.3 percent) and the labour force participation of women at 56.1 percent (2021), compared to the rate of participation for men (71 percent).³⁸
25. Accordingly, UN Women stated that there is important work still to be done in Lesotho. For instance, in 2018, 16.5 percent of women aged 15-49 years had been subject to physical and/or sexual violence by a current or former intimate partner in the previous 12 months; also, women and girls of 15 years or more had spent 15.6 percent of their time on unpaid care and domestic work, compared to 6.2 percent in the case of men.³⁹ Moreover, there is a significant data gap on SDG

²⁷ Bureau of Statistics Lesotho, 2019/2020 Lesotho Agricultural Census Key Findings Report

²⁸ World Trade Organization, WTO Stats, accessed 21 september 2022

²⁹ Food and Agriculture Organization, FAOSTAT- Crops and livestock products, 2022

³⁰ Integrated Food Security Phase Classification, IPC acute food insecurity analysis July 2022 – March 2023, 2022

³¹ Lesotho Vulnerability Assessment Committee, 2020

³² Government of Lesotho, The Kingdom of Lesotho's Third National Communication on Climate Change, 2021

³³ Government of Lesotho, National Climate Change Policy 2017-2027, 2017

³⁴ World Bank, Lesotho, 2022

³⁵ United Nations Development Programme, Human Development Reports – Data center, 2022

³⁶ Idem

³⁷ United Nations Development Programme, Human Development Reports – Data center, 2022

³⁸ World Bank, Lesotho, 2022

³⁹ UN Women, Lesotho Fact Sheet, 2022

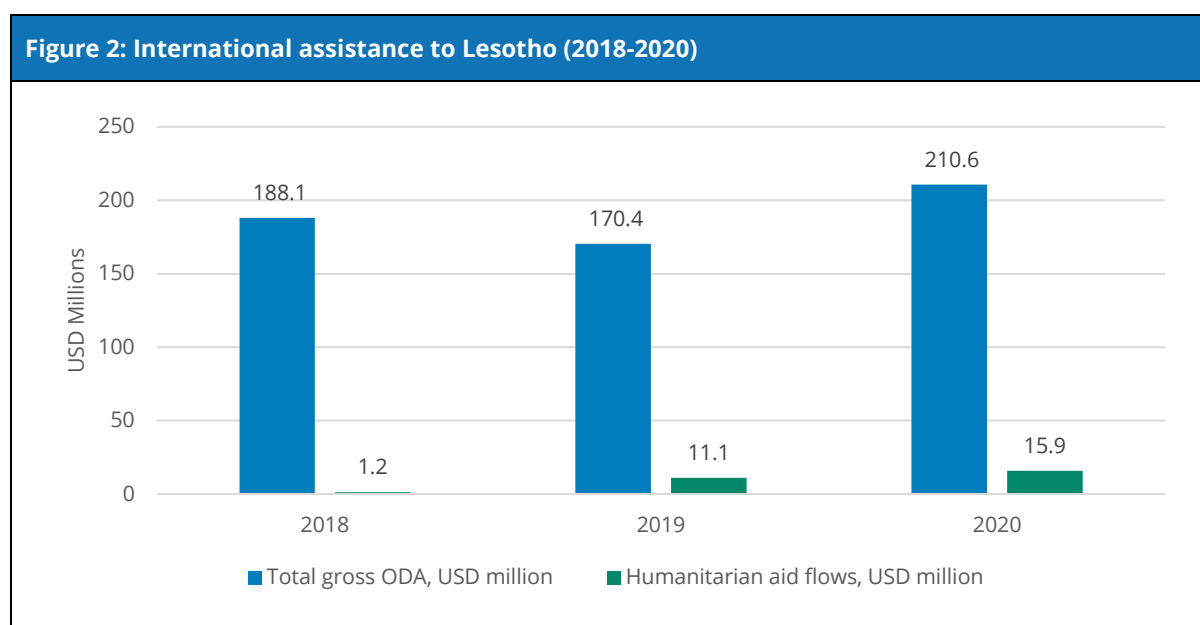
indicators from a gender perspective, as well as lack of methodologies for regular monitoring of key indicators.⁴⁰

Migration, refugees and internally displaced people

26. Migration data is limited for Lesotho, however numbers available indicate that in 2021, 226 asylum applications had been processed and that Lesotho was home for 296 refugees, 69 percent from the Democratic Republic of Congo and 31 percent from Eritrea, Ethiopia, Somalia, Uganda, Zambia and Zimbabwe.⁴¹
27. Lesotho has shown progress and expressed commitment to protect refugees, in fact, it is reportedly “one of the few countries in the region that has offered to locally integrate refugees uprooted in the region on account of xenophobic attacks or political reasons”.⁴² According to the UNHCR Submission for the Universal Periodic Review (2019), there is a legal framework in place that allows migrant population to access public services, the job market and government grants in case of unemployment; legislation also offers ample protection to women and girls in the territory. Nevertheless, there is the need for a mechanism to identify stateless persons in order to provide them with protection measures and it has been recommended that the country increases the efforts to secure access to education to refugee children (close to 40 percent of refugees and asylum seekers).⁴³

International development assistance

28. During the period 2018-2020, Lesotho received a yearly average of USD 190 million net official development assistance (ODA). The proportion of net ODA per GNI increased from 5.4 to 8.1 percent in the same period.⁴⁴



Source: OECD-DAC, Financial Tracking Service (FTS), data extracted on 23.08.2022

The top five average official development assistance funding sources between 2018-2020 were the United States, the World Bank Group, Global Fund, EU Institutions and African Development Fund (), followed by the International Monetary Fund.⁴⁵ Main humanitarian donors have

⁴⁰ Idem

⁴¹ UN High Commissioner for Refugees, Refugee data finder, 2022

⁴² UN High Commissioner for Refugees, UNHCR Submission for the Universal Periodic Review – Lesotho – UPR 35th Session, 2019

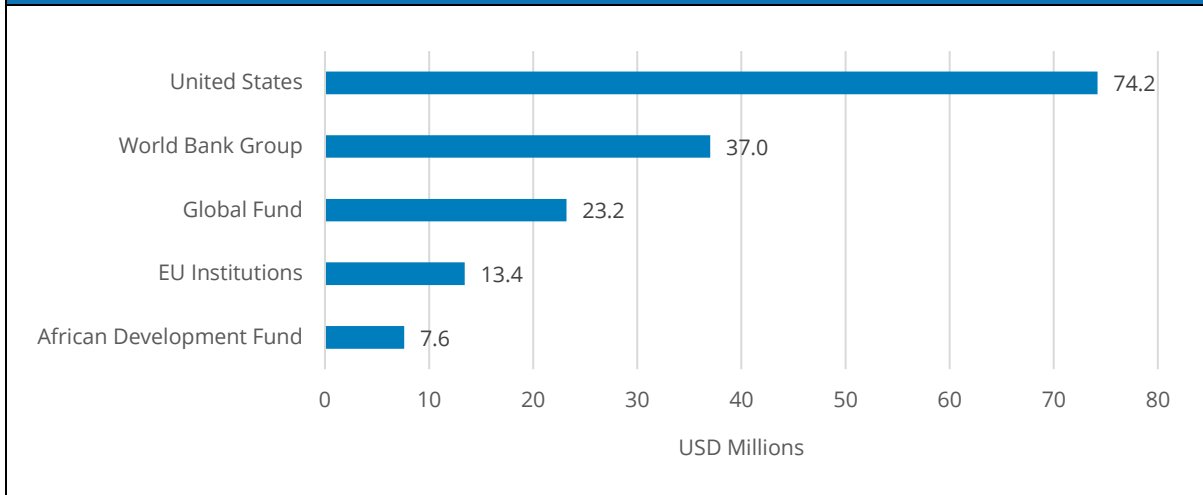
⁴³ Idem

⁴⁴ OECD-DAC, Interactive summary charts by aid (ODA) recipients, 2022

⁴⁵ Idem

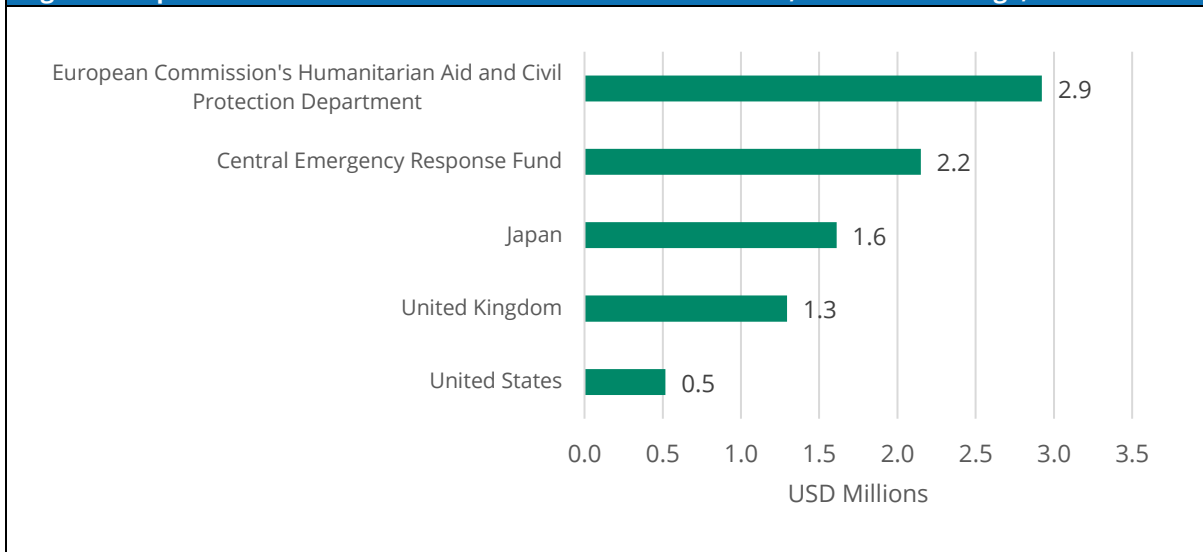
comprised the European Commission's Humanitarian Aid and Civil Protection Department, Central Emergency Response Fund, the Government of Japan, the United Kingdom and the United States ().⁴⁶

Figure 3: Top five donors of gross official development assistance for Lesotho, 2018-2020 average, USD million



Source: OECD Stat (Date of Extraction: 23.08.2020)

Figure 4: Top five donors of humanitarian assistance for Lesotho, 2018-2021 average, USD million



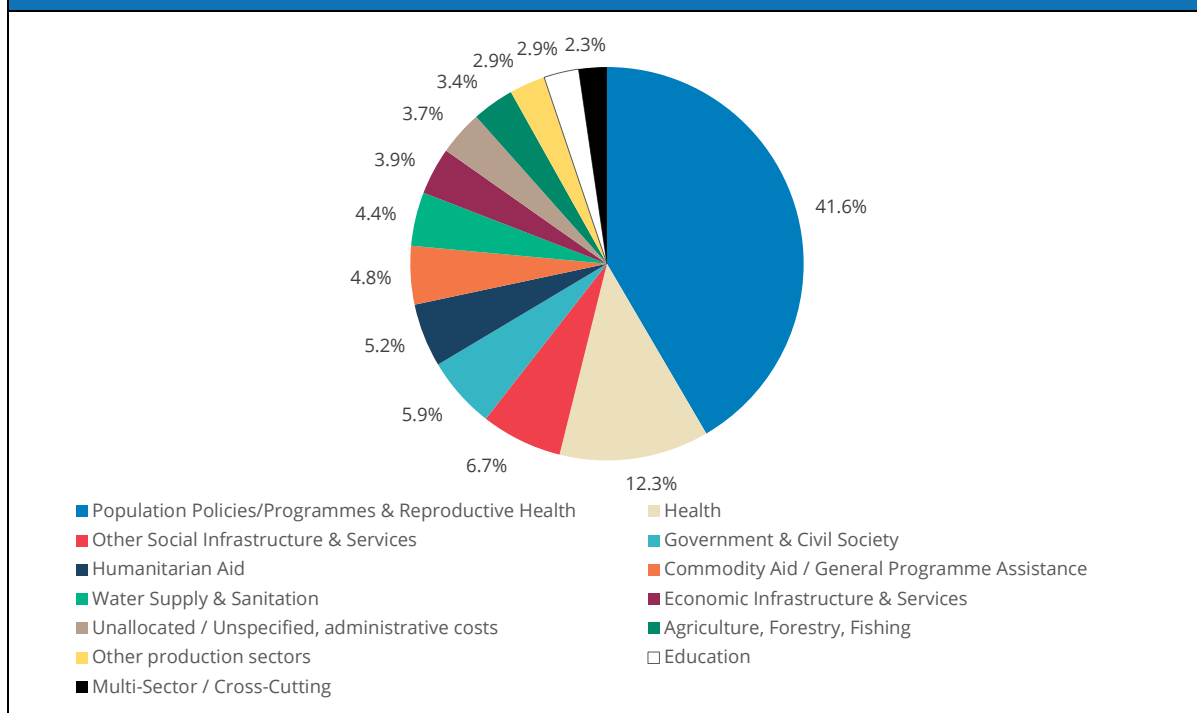
Source: OECD-DAC, Financial Tracking Service (FTS), data extracted on 23.08.2022

29. Disaggregated by sector, ODA to Lesotho over the period 2018-2020 was mainly allocated to health and population in a significantly larger proportion compared to the rest of sectors; specifically, the population policies/programmes and health sectors receive 53.9 percent of flows, followed by other social infrastructures and services (6.7 percent), government and civil society (5.9 percent), humanitarian and commodity aid and general programme assistance (10 percent) and other sectors which had an allocation of less than 5 percent.⁴⁷

⁴⁶ Financial Tracking Service (FTS), Countries, 2022

⁴⁷ OECD.Stat, Creditor Reporting System (CRS), 2022

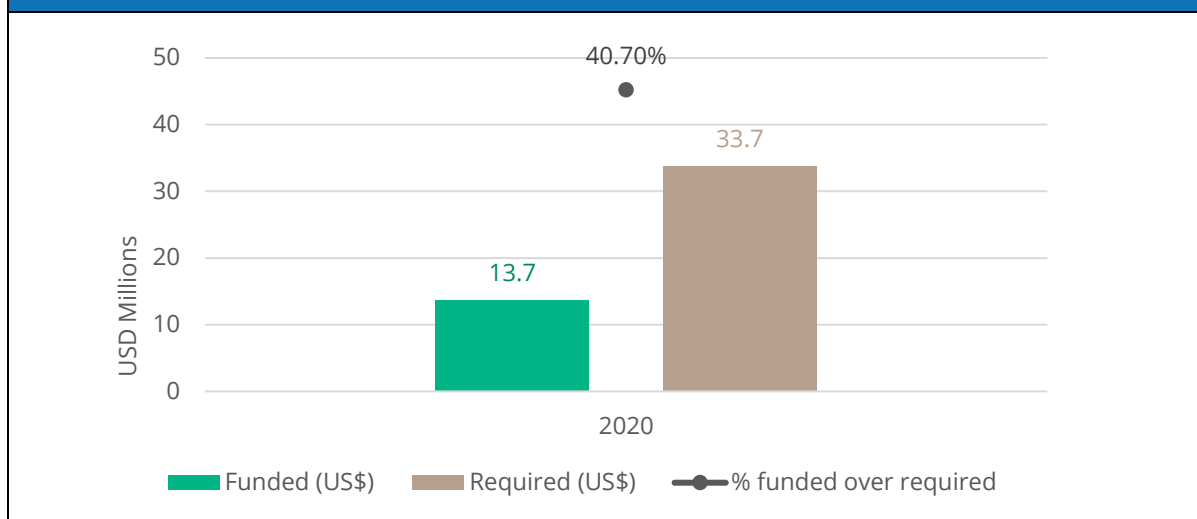
Figure 5: Lesotho: Bilateral ODA by sector, 2018-2020 average



Source: OECD Stat (Date of Extraction: 23.08.2020)

30. In December 2019, a Flash Appeal for the period November 2019 to April 2020 was launched in order to address the food insecurity crisis as a result of severe droughts in the country. The Appeal was to be implemented in support of the Government’s Drought Response and Resilience Plan; it targeted 261,000 people in the 10 affected districts during the mentioned period.⁴⁸ The requirement was of USD 33.7 million, however, funding only reached USD 13.7 million (40.7 percent of the request).⁴⁹

Figure 6: Lesotho: Funding against response plans and appeals 2020 (sub-component of total Humanitarian Assistance)



Source: Financial Tracking Service (FTS), data extracted on 24.08.2022

⁴⁸ United Nations Office for the Coordination of Humanitarian Affairs, Lesotho Flash Appeal 2019/2020, 2019)

⁴⁹ Financial Tracking Service (FTS), Countries, 2022

31. The United Nations Development Assistance Framework (UNDAF) covers the period 2019-2023 and leverages the expertise, capacity and resources of the United Nations to support the Government's priorities. An external evaluation of the Lesotho United Nations Development Assistance Plan 2013-2018 (LUNDAP) was conducted in 2016 and the results were used to inform the revised UNDAF. Important recommendations included the following: the UN System should avoid spreading engagement too thinly and focus on three to four strategic areas of support, enhancement of ownership and leadership by the Government, and strengthening of partnerships through further commitment to Delivering as One (DaO) principles.
32. The UNDAF is aligned with the 2018/19-2022/23 National Strategic Development Plan II and has identified (i) accountable governance, effective institutions, social cohesion and inclusion; (ii) sustainable human capital development, and (iii) sustainable and inclusive economic growth for poverty reduction. as the three key strategic priorities and pillars for United Nations cooperation.

2. Reasons for the evaluation

2.1. RATIONALE

33. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: "under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in June 2024.

2.2. OBJECTIVES

34. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Lesotho; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

35. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key stakeholders of this CSPE are the WFP country office, regional bureau in Johannesburg and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Lesotho, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.
36. The Government of Lesotho is an important partner of WFP in the country and also a donor. Specifically, WFP works with the Ministry of Social Development and the Disaster Management Authority on supporting the government's design and implement of comprehensive shock-responsive social protection approaches. It works with the Ministry of Forestry, Range and Soil Conservation on watershed management aimed at improving food security and livelihood opportunities for vulnerable households and with the Ministry of Education and Training in monitoring of the national school feeding programme. It also works with the Office of the Prime Minister, specifically, the Food and Nutrition Coordinating Office and the Food Management Unit, and the Ministry of Agriculture and Food Security, the Department of Gender and the Lesotho Meteorological Services.

37. WFP also partners with other UN agencies in the country such as FAO, the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the United Nations Development Programme (UNDP), the Joint United Nations Programme on HIV and AIDS (UNAIDS) on thematic areas of food and nutrition security, livelihoods, climate change and resilience building.
38. Key donors of WFP Lesotho are Canada, China, European Commission, Germany, Government of Lesotho, Japan and the United States of America.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

39. WFP has been present in Lesotho since 1962. During the last ten years, WFP's programmes have included large-scale relief and recovery interventions responding to the threat of food insecurity. The Lesotho CSP was approved by the EB in June 2019 for a five-year period (2019-2024). As per the CSP document, it is aligned with Lesotho's Vision 2020 and national strategic development plan for 2019-2023 and with the United Nations development assistance framework (UNDAF) for 2019-2023. The CSP document further states that it was developed in consultation with the Government and other stakeholders.
40. The CSP was informed by the recommendations of the mid-term evaluation of WFP's country programme (2015), an evaluation of WFP's cash for assets programme (2015), a joint evaluation of the national school feeding programme carried out by the Government and WFP (2018) and a summary of evaluation evidence from Lesotho covering 2007-2017. The report of the mid-term evaluation recommended that WFP gradually shift from direct implementation to focus increasingly on capacity strengthening at all levels of the Government. Attention to gender issues was a cornerstone of the joint evaluation of the national school feeding programme. The cash for assets evaluation highlighted opportunities for WFP to strengthen the design of the national public works programme and recommendations from the internal synthesis of evidence from WFP evaluations highlighted the need to enhance the mainstreaming and monitoring of gender-responsive actions in all programmes through capacity strengthening for both WFP and government personnel.
41. Under the current CSP, WFP plans to continue its shift from direct implementation towards the strengthening of national capacities in and ownership of school feeding activities. In this regard, it aims to go for a gradual handover of the national school feeding programme and the national public works programme to the Government. In 2020, the government took over school feeding for all primary schools. WFP plans to focus on four integrated and complementary outcomes aimed at responding to crises, addressing chronic vulnerability and building resilience in Lesotho. Capacity strengthening is aimed to be mainstreamed into all outcomes and activities.
42. WFP Lesotho transitioned into the current CSP (2019-2024) through a Transitional interim Country Strategic Plan (T-ICSP, 2018-2019) that built on the lessons and partnerships from the Country Programme (2013-2017). The T-ICSP had four strategic outcomes (SO) (Table 1).
43. The CSP has five SOs and eight activities (Table 2). The SOs are as follows:
 - a. Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis
 - b. Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round
 - c. Vulnerable populations in Lesotho have improved nutrition status at every stage of the lifecycle, in line with national targets by 2024
 - d. Communities in targeted areas, especially women and young people, have resilient, efficient and inclusive food systems by 2024
 - e. Government and partners in Lesotho have access to effective and reliable services throughout the year

Table 1: Lesotho T-ICSP (2018-2019), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO 1: Households in chronically food insecure areas are able to meet their basic food and nutrition requirements throughout the year, including in times of shock	Activity 1: Strengthen the resilience of communities in shock-prone areas
SO 2: School children in food insecure areas have access to nutritious food throughout the year	Activity 2: Provide capacity strengthening and implementation support to government bodies responsible for the national school feeding programme
SO 3: Targeted populations in prioritised districts have improved nutritional status in line with national targets by 2023	Activity 3: Provide chronic malnutrition prevention services to at risk populations in targeted areas
	Activity 4: Provide cash and /or food transfers to households of acutely malnourished ART (antiretroviral therapy) and (TB DOT tuberculosis directly observed Therapy) clients
SO 4: Shock affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis	Activity 5: Provide cash and/ or food transfers to populations affected by shocks

Source: T-ICSP Document (2018-2019), BR 03

Table 2: Lesotho CSP (2019-2024), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO 1: Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis	Activity 1: Provide cash and/or food transfers to populations affected by shocks
SO 2: Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round	Activity 2: Support the Government in evidence-based planning, design, management and implementation of social protection programmes, including by handing over the home-grown school meals programme
	Activity 3: Strengthen technical capacity of the Government in early warning, food and nutrition security monitoring and vulnerability assessment and analysis through forecast- based financing approaches
SO 3: Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024	Activity 4: Provide capacity strengthening to the Government and other actors with regard to multi-sectoral coordination, planning, evidence-building and implementation of equitable nutrition policies and programmes
SO 4: Communities in targeted areas, especially women and	Activity 5: Support the design and implementation of assets that are nutritionally relevant to improve and diversify the livelihoods of

youth, have resilient, efficient and inclusive food systems by 2024	vulnerable communities and households affected by climate change and land degradation
	Activity 6: Provide technical support to smallholder farmers and other value chain actors, particularly women, in climate-smart agriculture, food quality and safety, marketing of nutritious foods and financial services
SO 5: Government and partners in Lesotho have access to effective and reliable services throughout the year	Activity 7: Provide expertise and services on supply chain on behalf of government and partners
	Activity 8: Provide on-demand cash transfer services to government partners, UN Agencies, and national and international NGOs.

Source: CSP Document (2019-2024), BR 03

Financial overview

44. The Country Portfolio Budget as originally approved by the EB was USD 110,748,948 (Needs Based Budget) but increased to USD 123,669,368 through three budget revisions (BRs) as follows:
- BR01, 2020: Increase of USD 553,255 in budget and introduction of a new SO – SO5: Provide expertise and services on supply chain, including cash transfers to government and partners
 - BR02, 2021: Increase of USD 7,027,731 in budget and introduction of an output on capacity strengthening under Activity 5 (Strategic Outcome 4): technical assistance provided to the Ministry of Forestry, Range, and Soil and Water Conservation to design and implement nutrition-sensitive and community-led public works programmes that are both gender and shock-responsive.
 - BR03, 2021: Increase of USD 5,339,434 in budget and introduction of cash transfer service (CTS) as a stand-alone activity (Activity 8).
45. Table 3 below shows the cumulative Needs Based Plan and allocated resources as of 20 September 2022 and their distribution between the five strategic outcomes. In terms of focus areas, the bulk of funds in the CSP are earmarked for crisis response, which is a departure from the T-ICSP where root causes were the main focus area in terms of funds (Figure 7).

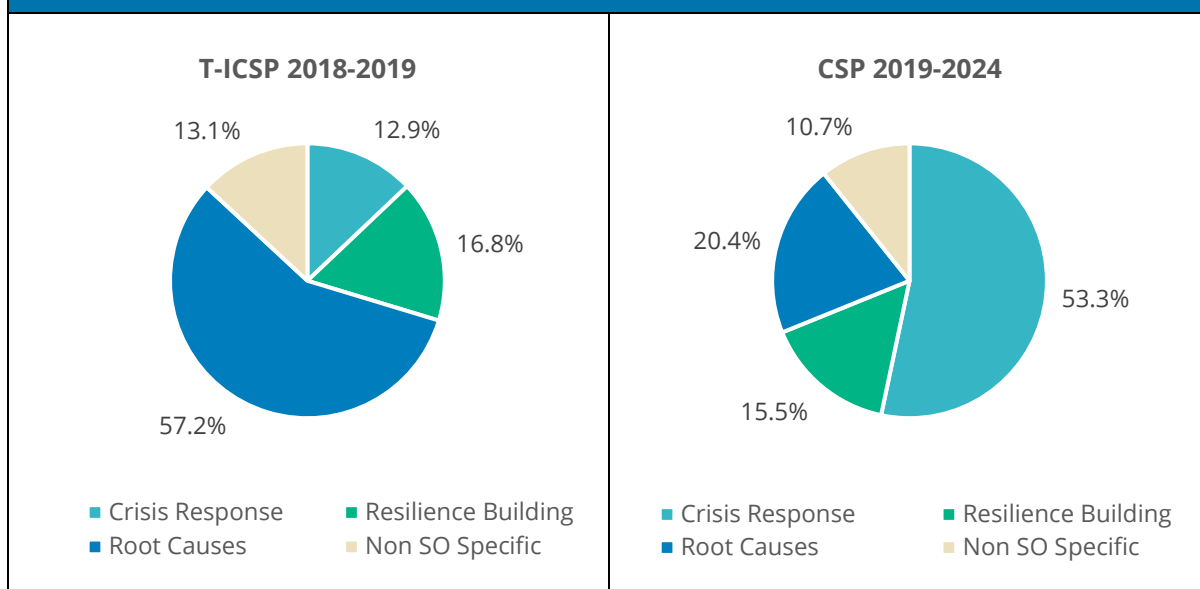
Table 3: Lesotho T-ICSP Cumulative financial overview (USD) (2018-2019)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (entire CSP cycle) USD million	% on total	Needs-based plan as per BR 03 (entire CSP cycle) USD million	% on total	Allocated resources USD million	% on total
Resilience Building	SO1	Act 1	3.33	19.5	4.06	19.3	3.90	20.6
	Sub-total SO1		3.33		4.06		3.90	
Root Causes	SO2	Act 2	11.29	66.1	11.31	53.7	12.63	66.8
	Sub-total SO2		11.29		11.31		12.63	
	SO3	Act 3	1.65	9.7	1.70	8.1	0.41	2.2
		Act 4	0.80	4.7	0.85	4.1	0.11	0.6
	Sub-total SO3		2.45		2.55		0.52	
Crisis Response	SO4	Act 5	-	0.0	3.13	14.9	1.46	7.7
	Sub-total SO4		-		3.13		1.46	
Non SO Specific			-	0.0	-	0.0	0.41	2.1
Total operational costs			17.07	100	21.05	100	18.92	100
Total direct support costs			1.70		1.69		1.35	
TOTAL (excluding ISC)			18.77	-	22.74	-	20.27	-

Source: IRM analytics, data as at 20.09.2022

Table 4: Lesotho CSP Cumulative financial overview (USD) (2019-2024)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (entire CSP cycle) USD million	% on total	Needs-based plan as per BR 03 (entire CSP cycle) USD million	% on total	Allocated resources (up to 20 Sept-2022) USD million	% on total
Crisis Response	SO 1	Act.1	60.35	61.7	65.94	59.7	22.68	26.2
	Sub-total SO1		60.35		65.94		22.68	
Root Causes	SO 2	Act. 2	18.17	18.6	18.17	16.5	23.08	26.6
		Act. 3	3.59	3.7	3.59	3.3	4.71	5.4
	Sub-total SO2		21.76		21.76		27.79	
	SO 3	Act. 4	3.49	3.6	3.49	3.2	5.49	6.3
	Sub-total SO3		3.49		3.49		5.49	
Resilience Building	SO 4	Act. 5	9.94	10.2	10.14	9.2	10.58	12.2
		Act. 6	2.36	2.4	2.36	2.1	2.52	2.9
	Sub-total SO4		12.29		12.49		13.10	
	SO 5	Act. 7	-	-	3.63	3.3	1.64	1.9
		Act. 8	-	-	3.10	2.8	-	-
	Sub-total SO5		-		6.73		1.64	
Non SO Specific			-	-	-	-	16.02	18.5
Total operational costs			97.89	100	110.41	100	86.72	100
Total direct support costs			6.10		6.13		3.44	-
TOTAL (excluding ISC)			103.99	-	116.54	-	90.17	-

Source: IRM analytics, data as at 20.09.2022

Figure 7: Lesotho CPB, T-ICSP (2018-2019) and CSP (2019-2024): breakdown of needs-based plan by focus area

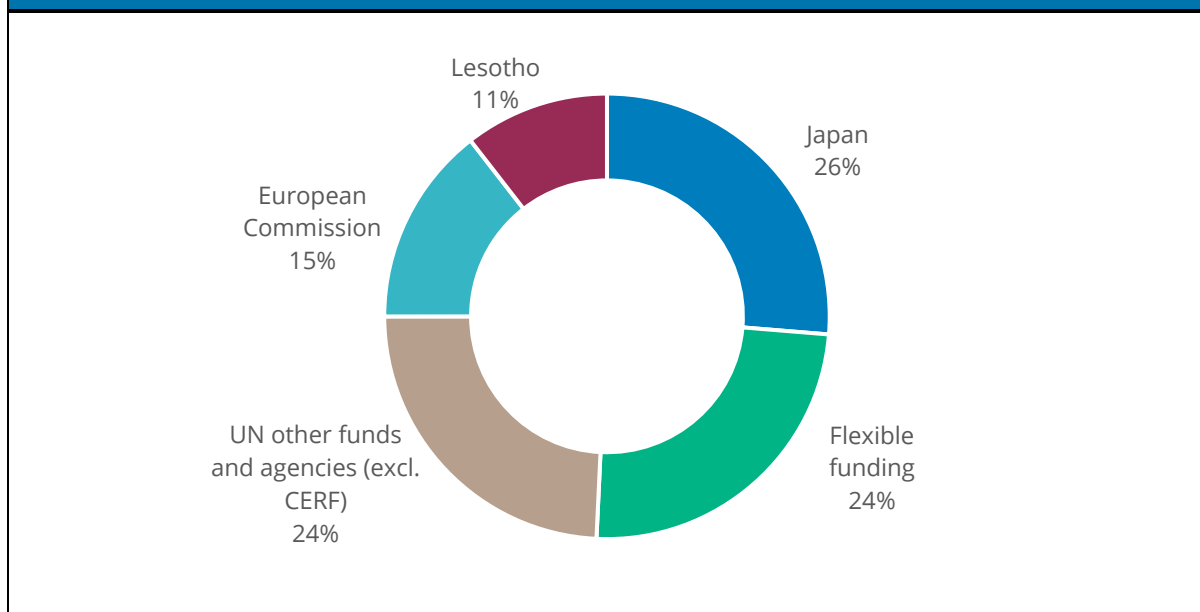


Source: IRM analytics, data extracted on 20.09.2022

Main donors

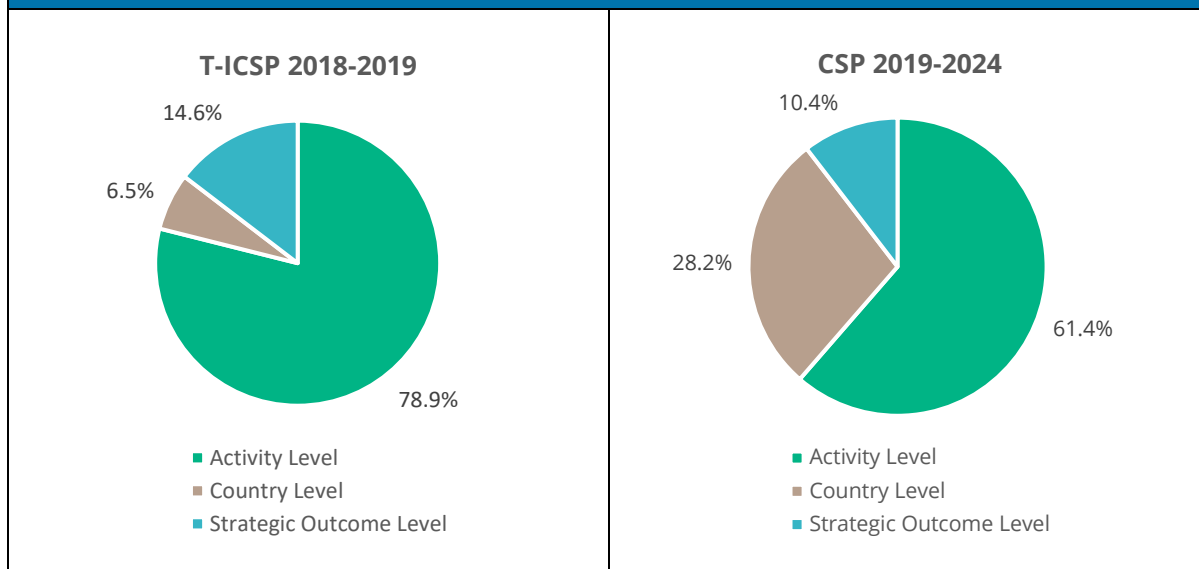
46. As of 23 September 2022, the CSP was funded at 44.43 percent. The largest contributors were Japan, the European Commission and Government of Lesotho (Figure 8). Funding is marked by somewhat low flexibility, with 61.4 percent of confirmed contributions being allocated at SO or activity level. However, as compared to the T-ICSP a larger share of contributions was allocated at the country level (Figure 9).

Figure 8: Lesotho CSP (2019-2024)'s Top 5 Donors as of 20 September 2022



Source: Factory, Resource situation Report - data extracted on 20.09.2022

Figure 9: Lesotho CPB (2019-2024): directed multilateral contributions⁵⁰ by earmarking level

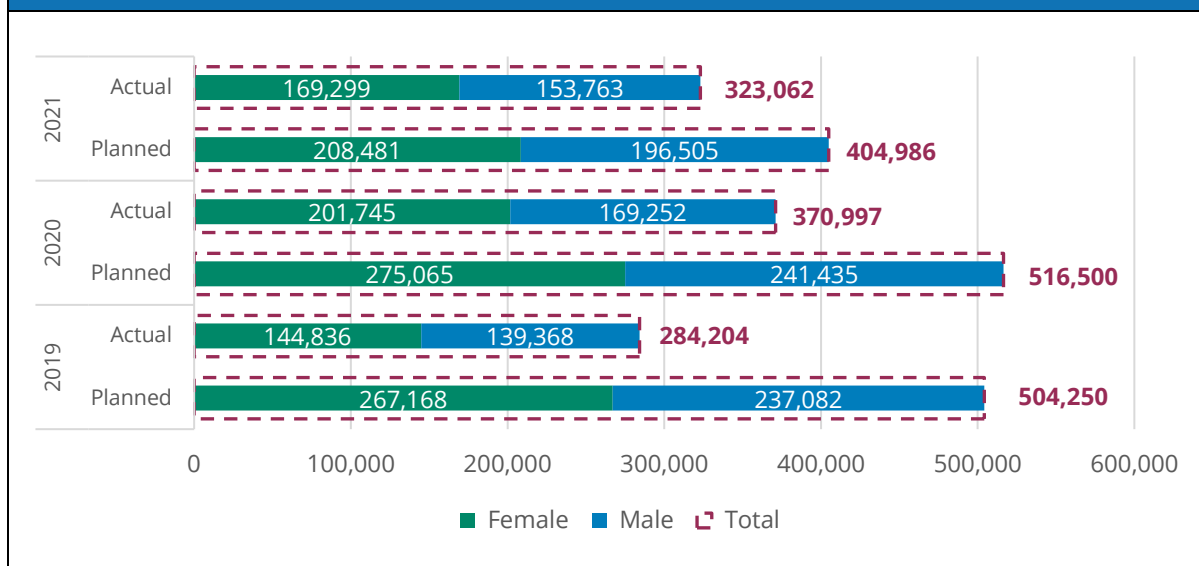


Source: WFP FACTORY, Distribution Contribution and Forecast Stats - data extracted on 20.09.2022

Beneficiaries

47. Figure 10 below presents an overview of the planned and actual numbers of beneficiaries between 2019 and 2021. More details on beneficiaries can be found in Annex 8. Actual numbers of beneficiaries reached were lower than planned in all three years. In terms of gender-wise results, more female beneficiaries were planned and reached as opposed to male beneficiaries.

Figure 10: CSP Actual versus planned beneficiaries by gender in Lesotho, 2019-2021



Source: COMET report CM-R001b, data extracted on 10.06.2022

⁵⁰ Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which Donors request WFP to direct to a specific Country/ies SO/s, or activity/ies

Staffing

48. WFP Lesotho Country Office has 69 staff as of September 2022, of which 51 percent are women, 96 percent are national staff, with 3 international staff and 45 percent of the positions are of a long-term nature. In addition to the Country Office in Maseru, WFP operates in 3 sub offices: Mphahlele, Maseru, Thaba-Tseka.

3.2. SCOPE OF THE EVALUATION

49. The evaluation will cover all of WFP activities (including cross-cutting results) for the period starting from the CSP i.e. July 2019 to mid-2023, with a cut-off date for performance and financial data at the end of the data collection phase. The main unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP approved by WFP EB and revised through subsequent budget revisions. Although the CSP cycle starts in 2019, the evaluation will also look at the T-ICSP (January 2018-June 2019) to assess key changes in the approach from Country Programme over T-ICSP to the current CSP, and if the envisaged strategic shifts have taken place and, if so, what the consequences were. In cases where indicators have remained the same across the T-ICSP and the CSP, a trend analysis will be conducted. This will be verified during inception.
50. The evaluation will focus on assessing WFP contributions to the CSP's strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the Government and the international community. The government of Lesotho is also one of WFP's main funders in the country, contributing some 11 percent to the CSP, and the evaluation will assess the implications of the government's funding on the design and implementation of WFP's activities in the country.
51. From a strategic standpoint, the evaluation scope will consider an assessment of the implications of WFP shifting from direct assistance to government capacity strengthening on school feeding activities, including, on funding and the government's perception and expectation of WFP's role in the country. It will also consider WFP's ability to deliver capacity strengthening services with the resources at its disposal (staff, funding, expertise, etc.).
52. The evaluation scope will also include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.
53. The evaluation will analyse how gender equality and women's empowerment were considered in the CSP design and implementation guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

55. The evaluation will address four main questions common to all WFP CSPs. Within this framework, the evaluation team may further develop and tailor the subquestions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in Lesotho?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?

EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?

3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

56. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
57. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and subquestions.
58. Some additional areas of interest below were identified by the CO at preparatory stage which will be important for the new CSP, and as such these can be given key attention:
 - a. With regard to CCS, how successful has the CSP's shift to this area been? Should the shift have been more gradual or more prompt and comprehensive, considering existing government capacities?
 - b. How successful have WFP's advocacy efforts been, considering their first foray into this area, specifically SBCC?
 - c. Agriculture is an important WFP niche in Lesotho. How can WFP be a partner of choice in agriculture for govt? How can funding be increased in this regard?
 - d. During implementation of CSP, more government ministries requested capacity in M&E, which was not pronounced in the CSP design. How innovative has the CO been in delivering activities not foreseen at design?

- e. To what extent was the CO able to tap into different and innovative funding sources? What could be the recommendation in this regard? For instance, funding from WFP's global strategic agreements (with World Bank, African Development Bank, African Union, etc.)?

4.2. EVALUATION APPROACH AND METHODOLOGY

59. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).
60. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
61. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
62. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
63. With the lifting of COVID 19 pandemic related travel restrictions in most parts of the world, including in Lesotho, the inception and data collection missions will be undertaken by the evaluation team in-person in the country. Likewise, the learning workshop will be undertaken in Maseru with the physical presence of the team leader.
64. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
65. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation subquestions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts.

Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

66. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the country strategic plan was designed
 - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
67. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.
68. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

69. Apart from the ongoing monitoring activities, the CO has conducted a few studies of interest for the evaluation such as the Evaluation of the National School Feeding Programme in Lesotho (2007–2017), Evaluation of the Asset Creation and Public Works Activities in Lesotho (2015-2019), Lesotho Market Assessment Report (2016) and Lesotho Intervention Modality Selection (2016). In addition, the CO recently commissioned a decentralized evaluation (DE) of the capacity strengthening activities. Regular VAM updates such as food security bulletins and seasonal overviews are available at regional and national level.
70. In addition, the Lesotho Zero Hunger Strategic Review was carried out in 2018. The Lesotho Ministry of Development Planning submitted a Voluntary National Review at the High-Level Political Forum in March 2022. The Lesotho Bureau of Statistics publishes a wide variety of statistics on the population, economy, and other areas. The last census of population and households was undertaken in 2016, with 2016-2036 projections for some indicators available. Other sources of national data include the 2019/2020 Lesotho Agricultural Census, the Lesotho Child Poverty Report 2016, the 2020 Lesotho COVID-19 Socio-Economic Impact on Household and the 2018 Multiple Indicator Cluster Survey. In addition, the National Strategic Development Plan is being reviewed and the revised version should be available shortly.
71. Based on a preliminary analysis of available data, the following evaluability challenges were identified:
 - a. The CSP does not have an explicit theory of change; it will need to be reconstructed at inception phase

- b. No systematic study or evaluation of the efficiency, sustainability of WFP outputs and results, resilience, humanitarian principles and protection issues have been conducted.
 - c. Three of the CSP logical framework have been entered in the corporate system. The last version of the logical framework (09/11/2021) had 90 indicators (25 outcome indicators, 9 cross-cutting indicators and 56 output indicators). Of these, 24 outcome indicators, 9 cross-cutting indicators and 50 output indicators were included across all CSP logical framework versions (Annex 5 provides further details).
 - d. Baseline values and target values for year-end and end of CSP were reported for some 75 percent of the outcome indicators in 2019 and 2020 (fewer for 2021), but follow-up values are only available for some 35 percent of the outcome indicators. For output indicators, the target and follow up values are available for some two-third of the indicators, and for cross-cutting indicators, some 50 percent of values for baseline, year-end, end of CSP and follow-up are available (much less in 2019 though).
 - e. Some of the challenges related to the operational definition and measurement of progress of indicators is with regards to the capacity strengthening activities. Given that capacity strengthening is an important element in the CSP, the evaluation team will be expected to elaborate on the best method to measure change in this field.
72. CSPEs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. In order to meet the deadlines for providing data for the design process of the new CSP, data collection is happening a year before the end of the CSP. This has implications for the completeness of results reporting and attainment of expected outcomes.
73. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. The evaluation team will need to identify alternative approaches for data collection and to design a strong methodology to analyse data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's contribution to the higher-level results as set in the CSP.
74. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).

4.4. ETHICAL CONSIDERATIONS

75. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
76. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Lesotho CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

77. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. 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. 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.

78. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.
79. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

80. The evaluation is structured in five phases summarized in Table 5 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 5: Summary timeline – key evaluation milestones		
Main phases	Timeline ADD KEY DATES	Tasks and deliverables
1. Preparation	November 2022 November/December 2022	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	January 2023 January 2023 March 2023	HQ briefing Inception mission Inception report
3. Data collection	April/May 2023	Evaluation mission, data collection and exit debriefing
4. Reporting	June 2023 June/July 2023 July 2023 August 2023 September 2023	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report editing
5. Dissemination	February/March 2024	Management response and Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

81. The CSPE will be conducted by a gender balanced team of two international and two national consultants (male and female preferably conversant in main local languages) with relevant expertise and one researcher. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities. Country capacity strengthening, livelihoods/resilience, social protection and nutrition are crucial activities in the Lesotho CSP and expertise in these areas is highly desirable.

Table 6: Summary of evaluation team and areas of expertise required

<p>Team Leadership</p>	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems and deliver on time • Experience with evaluation of complex multilateral country level programmes. • Strong experience with evaluations in middle-income countries with key players within and outside the UN System • Solid experience in the development and application of evaluation methodology; ability to analyze and synthesize findings • Relevant knowledge and experience in Lesotho or similar context • Skills to oversee cross cutting themes such as gender, protection, humanitarian principles and accountability to affected populations. • Strong communication and presentation skills • Fluency and excellent writing skills in English • Prior experience in WFP evaluations is strongly preferred • Expertise in one or more of the technical areas below
<p>Capacity strengthening</p>	<ul style="list-style-type: none"> • Strong technical expertise in and experience of evaluating capacity strengthening and technical assistance of national and sub-national government institutions, in relation to food security and nutrition programmes, social protection, specifically in: <ul style="list-style-type: none"> ○ policy and strategy support ○ identification and targeting of food-insecure vulnerable population ○ food monitoring and technical support to enhance evidence base decision making ○ training in livelihood skills for food insecure beneficiaries and community development projects
<p>Social protection</p>	<ul style="list-style-type: none"> • Ability and experience in evaluating Cash Based Transfer and innovative approaches
<p>Food security, Nutrition and Health</p>	<ul style="list-style-type: none"> • Strong technical expertise in nutrition and proven track record of evaluation of nutrition-sensitive and awareness programmes in the context of development and humanitarian interventions. • Experience in evaluating food security and nutrition monitoring, targeting and assessments.
<p>Livelihoods, resilience building and climate change</p>	<ul style="list-style-type: none"> • Ability and experience in evaluating agricultural livelihoods and resilience building related programming • Ability to assess the climate change impact on food security and livelihoods
<p>Gender, Protection and AAP</p>	<ul style="list-style-type: none"> • Ability and experience in evaluating gender aspects of multilateral organisations' programme including gender analysis and gender mainstreaming. • Ability and experience in evaluating humanitarian principles, access and protection.

	<ul style="list-style-type: none"> Ability in analysing accountability and feedback mechanisms, social inclusion and other forms of accountability to affected populations.
Emergency preparedness and response, and logistics, supply chain	<ul style="list-style-type: none"> Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts. Ability and experience in assessing supply chain related matters.
Cost Efficiency	<ul style="list-style-type: none"> Ability and knowledge to assess cost efficiency, effectiveness and timeliness of operations.
Research Assistance	<ul style="list-style-type: none"> Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.

5.3. ROLES AND RESPONSIBILITIES

82. This evaluation is managed by the WFP Office of Evaluation. Hansdeep Khaira has been appointed as evaluation manager (EM) and Lucia Landa Sotomayor as the Research Analyst (RA). The evaluation manager has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second-level quality assurance. The Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in June 2024.
83. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Lesotho; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Likeleli Phoolo has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

84. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

85. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2024. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

5.6. THE PROPOSAL

86. The evaluation will be financed through the country portfolio budget.
87. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital.
88. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annex 2: Lesotho Fact Sheet

	Parameter/(source)	2017	2019	2021	Data source
General					
1	Human Development Index (1)	0.517	0.527	-	UNDP
2	Asylum-seekers (pending cases) (5)	28	78	226	UNHCR - Refugee Statistics
3	Refugees (incl. refugee-like situations) (5)	55	143	296	UNHCR - Refugee Statistics
Demography					
4	Population total (millions) (2)	2,091,532	2,125,267	2,142,252 (2020)	World Bank
5	Population, female (percent of total population) (2)	50.75	50.69	50.66 (2020)	World Bank
6	percent of urban population (1)	27.70	28.60	-	UNDP
7	Total population by age (0-4) (millions) (6)	200,155 (2011-2020)			UNSD
8	Total population by age (5-9) (millions) (6)	221,476 (2011-2020)			UNSD
9	Total population by age (10-14) (millions) (6)	215,813 (2011-2020)			UNSD
10	Total Fertility rate, per women (2)	3.171	3.108	3.07 (2020)	World Bank
11	Adolescent birth rate (per 1000 females aged between 15-19 years) (8)	90.8	-	-	WHO
Economy					
12	GDP per capita (current USD) (2)	1,102.94	1,113.37	-	World Bank
13	Income Gini Coefficient (1)	44.9 (2010-2018)			UNDP
14	Foreign direct investment net inflows (percent of GDP) (2)	1.83	1.51	-	World Bank
15	Net official development assistance received (percent of GNI) (4)	5.35	5.20	8.1 (2020)	OECD/DAC
16	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	23.24	22.98 (2018)	-	SDG Country Profile
17	Agriculture, forestry, and fishing, value added (percent of GDP) (2)	4.96	4.73	4.9	World Bank
Poverty					
18	Population vulnerable to/near multidimensional poverty (percent) (1)	28.6 (2009-2020)			UNDP
19	Population in severe multidimensional poverty (percent) (1)	5 (2009-2020)			UNDP
Health					
20	Maternal Mortality ratio (per 100,000 live births) (3)	544 (2017)			UNICEF Data
21	Healthy life expectancy at birth (total years) (8)	-	44.24 (2019)		WHO
22	Prevalence of HIV, total (percent of population ages 15-49) (2)	23.1	21.8	21.1 (2020)	World Bank
23	Current health expenditure (percent of GDP) (2)	10.09	11.27	-	World Bank
Gender					
24	Gender Inequality Index (rank) (1)	139 (2010-2018)			UNDP
25	Proportion of seats held by women in national parliaments (percent) (2)	22.13	23.33	23.33	World Bank

	Parameter/(source)	2017	2019	2021	Data source
26	Labor force participation rate, female (percent of female population ages 15+) (modeled ILO estimate) (2)	57.48	57.64	56.07	World Bank
27	Employment in agriculture, female (percent of female employment) (modeled ILO estimate) (2)	41.55	39.83	-	World Bank
Nutrition					
28	Prevalence of moderate or severe food insecurity in the total population (percent) (7)	49.7	54.40	-	FAO
29	Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (percent) (3)	2 (2014-2020)			UNICEF SOW 2021
30	Height-for-age (Stunting - moderate and severe), (0-4 years of age) all children (percent) (3)	33 (2013-2018)		32 (2020)	UNICEF SOW 2019 and 2021
31	Weight-for-height (Overweight - moderate and severe), (0-4 years of age) (percent) (3)	7 (2013-2018)		7 (2020)	UNICEF SOW 2019 and 2021
32	Mortality rate, under-5 (per 1,000 live births) (2)	91	90.9	89.5 (2020)	World Bank
Education					
33	Adult literacy rate (percent ages 15 and older) (1)	76.6 (2008-2018)			UNDP
34	Population with at least secondary education (percent ages 25 and older) (1)	29	30.1	UNDP	UNDP
35	Current education expenditure, total (percent of total expenditure in public institutions) (2)	-	96.53 (2018)		World Bank
36	School enrollment, primary (percent gross) (2)	120.90	-	-	World Bank
37	Attendance in early childhood education - female (percent) (3)	46.4 (2013-2021)			UNICEF Data
38	Gender parity index, secondary education (2)	1.35	-	-	World Bank

Source: (1) UNDP Human Development Report. Data Center; (2) World Bank. Open Data; (3) UNICEF; (4) OECD/DAC; (5) UNHCR; (6) United Nations Statistics Division; (7) FAOSTAT; (8) WHO; (9) SDG Country Profile

Annex 3: Timeline

Phase 1 - Preparation			
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	14 October 2022
	Comments on draft ToR received	CO	25 October 2022
	Final revised ToR sent to WFP stakeholders and call for proposals launched	EM	4 November 2022
	Proposal deadline based on the draft ToR	LTA	25 November 2022
	LTA proposal review by	EM	9 December 2022
	Contracting evaluation team/firm	EM	29 December 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	10 January 2023
	HQ & RB inception briefing (remote)	EM & Team	11-13 January 2023
	Inception mission to CO	EM + TL	16 – 20 January 2023
	Submit draft inception report (IR)	TL	10 February 2023
	OEV quality assurance and feedback	EM	17 February 2023
	Submit revised IR	TL	23 February 2023
	IR review	EM/QA2	27 February 2023
	IR clearance to share with CO	DDoE	6 March 2023
	Draft IR for CO comments	EM	7 - 17 March 2023
	Submit revised IR	TL	24 March 2023
	IR review	EM	29 March 2023
	Seek final approval by QA2	EM	31 March 2023
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	31 March 2023
Phase 3 - Data collection, including fieldwork ⁵¹			
	In country data collection	Team	3 - 21 April 2023
	Exit debrief (ppt)	TL	21 April 2023
	Preliminary findings debrief	Team	5 May 2023
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	9 June 2023
	OEV quality feedback sent to TL	EM	16 Jun 2023
Draft 1	Submit revised draft ER to OEV	TL	23 June 2023
	OEV quality check	EM	30 June 2023
	Seek clearance prior to circulating the ER to IRG	DDoE	7 July 2023
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	10 July 2023
	Stakeholder workshop (in-country)		17-18 July 2023
	Consolidate WFP comments and share with team	EM	24 July 2023
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	31 July 2023

⁵¹ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

Draft 2	Review D2	EM	7 August 2023
	Submit final draft ER to OEV	TL	11 August 2023
Draft 3	Review D3	EM	20 August 2023
	Seek final approval by DDoE	DDoE	31 August 2023
	Draft summary evaluation report	EM	15 September 2023
	Seek SER validation by TL	EM	20 September 2023
	Seek DDoE clearance to send SER	DDoE	29 September 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	6 November 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	February 2024
	Tail end actions, OEV websites posting, EB round table etc.	EM	March – June 2024
	Presentation of summary evaluation report to the EB	DDoE	June 2024
	Presentation of management response to the EB	D/ CPP	June 2024

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. They will be invited to actively participate in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	Director, Deputy Director, Head of Programmes and Heads of sub and field offices, Heads of Units CO, sub and field office staff
Regional bureau	The Johannesburg Regional Bureau (RBJ) has an interest in learning from the evaluation results as these can inform regional plans and strategies	RBJ staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.	Senior RB Management, Head of Programme; Programme and Policy Advisors, Supply Chain Advisor, Partnership Advisor, Regional Monitoring Advisor, Regional Vulnerability Assessment and Mapping (VAM) Advisor, and other(s)
HQ Divisions and Senior Management	HQ Divisions and Technical Units such as programme and policy, capacity strengthening, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial	Evaluation focal points in HQ Divisions as relevant, including from Technical Assistance and Country Capacity Strengthening Service

	reporting, safety nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates.	virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	
WFP Executive Board	EB members are expected to have an interest in the evaluation results because of the importance and uniqueness of the country programme in the region.	EB members will have an opportunity to review the SER and Management Response. They will be invited to comment on and discuss the evaluation findings, recommendations and management response	Delegates
External stakeholders			
Affected communities disaggregated by gender and age (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the government and partner programmes assisted by WFP	The ultimate recipients of food/ cash and other types of assistance, including training and technical assistance, have the right to express their opinion and have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.	The CSPE will seek to engage with WFP target beneficiary groups to learn directly from their perspectives and experiences with WFP support. Special attention will be given in hearing the voices of women and girls, and other potentially marginalised population groups. During the main data collection phase, those target groups will be visited, informed about the evaluation and interviewed individually or in groups, directly by the evaluation team or via a survey.	WFP target population groups: vulnerable households, school children, community leaders, teachers, civil protection staff etc.
Government, including national	As a key partner of WFP, a funder of WFP activities and as a recipient of technical assistance, training and other type of assistance aiming at strengthening the capacity of	They will be interviewed during the inception and main mission as applicable and will be invited to the learning workshop.	Ministry of Social Development Ministry of Forestry, Range and Soil Conservation

<p>and institutions</p>	<p>local</p> <p>government ministries and institutions to design and implement policies, strategies and programmes in the framework of the Agenda 2030, the government has a stake in knowing if its funds have been efficiently and effectively used, and in whether WFP's assistance is timely, relevant to the nation's needs, appropriate to the cultural and social context, sustainable and coherent</p>		<p>Ministry of Education and Training Ministry of Agriculture and Food Security Ministry of Small Business Development, Cooperatives, and Marketing Disaster Management Authority Department of Gender Lesotho Meteorological Services</p>
<p>UN country team</p>	<p>UN agencies, particularly Rome based Agencies and other partners in Lesotho have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with UNSDPF.</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition, resilience, livelihoods, social protection, etc. The CO will keep UN partners informed of the evaluation's progress.</p>	<p>Food and Agriculture Organization of the United Nations (FAO), United Nations Children's Fund (UNICEF) United Nations Population Fund (UNFPA) United Nations Development Programme (UNDP) Joint United Nations Programme on HIV and AIDS (UNAIDS)</p>
<p>Donors</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>	<p>Representatives from donors such as Canada, China, European Commission, Germany, Government of Lesotho, Japan and the United States of America.</p>

<p>Cooperating partners</p>	<p>Cooperating partners are critical for supporting the implementation of WFP activities. They might be interested in evaluation findings, lessons and recommendations related to the management of technical partnerships. Their views will be valued in shaping the new CSP.</p>	<p>A selection of cooperating partners will be met during the main data collection phase to seek their perspectives on their collaboration with WFP in Lesotho and will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>Representatives from cooperating partners and NGOs including: World Vision, Lesotho Association of People Living with HIV, Lesotho Network of AIDS Services Organizations and the Lesotho Red Cross.</p>
<p>Private sector</p>	<p>Current or potential partners from the private sector may have an interest in learning about the implications of the evaluation results.</p>	<p>Interviews with other current or potential partners from the private sector</p>	<p>Representatives from private sector, including Vodacom</p>

Annex 5: Evaluability assessment

Table 1: Transitional – Interim Country Strategic Plan Lesotho 2018-2019 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (30/05/2017)	Total nr. of indicators	13	7	20
v 2.0 (11/01/2019)	New indicators	3		1
	Discontinued indicators			
	Total nr. of indicators	16	7	21
v 3.0 (17/04/2019)	New indicators	5	3	18
	Discontinued indicators			
	Total nr. of indicators	21	10	39
Total number of indicators that were included across all logframe versions		13	7	20

Table 2: Country Strategic Plan Lesotho 2019-2024 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (08/11/2018)	Total nr. of indicators	24	9	50
v 2.0 (29/06/2020)	New indicators	1		5
	Discontinued indicators			
	Total nr. of indicators	25	9	55
v 3.0 (09/11/2021)	New indicators			1
	Discontinued indicators			
	Total nr. of indicators	25	9	56
Total number of indicators that were included across all logframe versions		24	9	50

Table 3: Analysis of results reporting in Lesotho T-ICSP annual country reports 2018-2019			
		ACR 2018	ACR 2019
Outcome indicators			
	Total number of indicators in applicable logframe	13	21
Baselines	Nr. of indicators with any baselines reported	10	15
Year-end targets	Nr. of indicators with any year-end targets reported	9	15
CSP-end targets	Nr. of indicators with any CSP-end targets reported	10	15
Follow-up	Nr. of indicators with any follow-up values reported	8	14
Cross-cutting indicators			
	Total number of indicators in applicable logframe	7	10
Baselines	Nr. of indicators with any baselines reported	4	4
Year-end targets	Nr. of indicators with any year-end targets reported	3	4
CSP-end targets	Nr. of indicators with any CSP-end targets reported	3	4
Follow-up	Nr. of indicators with any follow-up values reported	4	4
Output indicators			
	Total number of indicators in applicable logframe	20	39
Targets	Nr. of indicators with any targets reported	8	19
Actual values	Nr. of indicators with any actual values reported	8	18

Table 4: Analysis of results reporting in Lesotho CSP annual country reports 2019-2021				
		ACR 2019	ACR 2020	ACR 2021
Outcome indicators				
	Total number of indicators in applicable logframe	24	25	25
Baselines	Nr. of indicators with any baselines reported	18	19	14
Year-end targets	Nr. of indicators with any year-end targets reported	16	19	14
CSP-end targets	Nr. of indicators with any CSP-end targets reported	16	17	13
Follow-up	Nr. of indicators with any follow-up values reported	8	11	8
Cross-cutting indicators				
	Total number of indicators in applicable logframe	9	9	9
Baselines	Nr. of indicators with any baselines reported	3	5	5
Year-end targets	Nr. of indicators with any year-end targets reported	3	5	5
CSP-end targets	Nr. of indicators with any CSP-end targets reported	3	5	5
Follow-up	Nr. of indicators with any follow-up values reported	0	5	5
Output indicators				
	Total number of indicators in applicable logframe	50	55	55
Targets	Nr. of indicators with any targets reported	34	31	33
Actual values	Nr. of indicators with any actual values reported	32	31	33

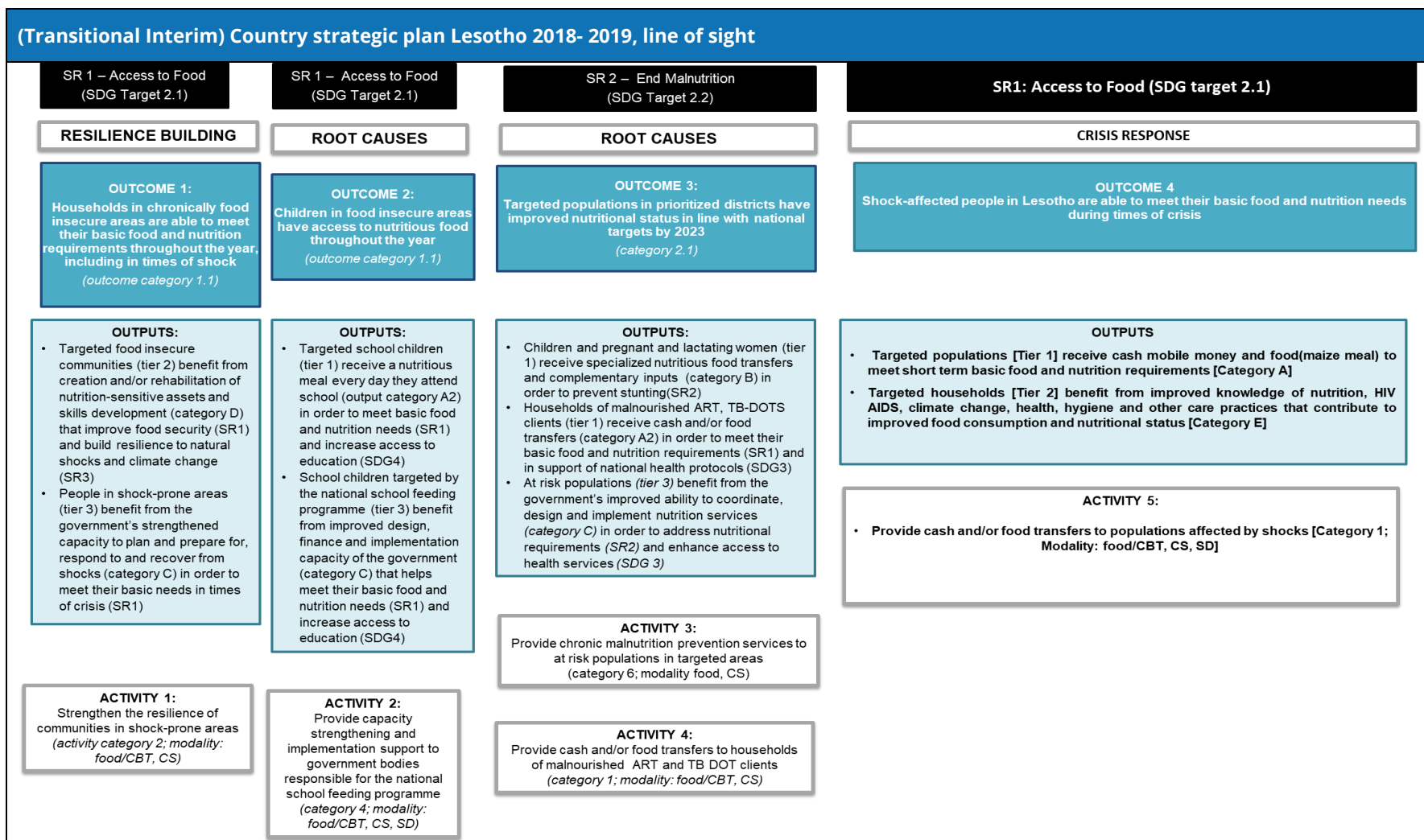
Annex 6: WFP Lesotho presence in years pre- (Transitional Interim) Country Strategic Plan

		2016	2017
Lesotho relevant events		2015-2016 severe drought due to the El Niño phenomenon. Declaration of a state of emergency (dec-2015)	Changes in the Government: appointment of new Principal Secretaries. Prices increase: 18 percent higher than the five year average Poor temporal distribution of rainfall in Q4
WFP interventions	Country Programme Lesotho 2013–2017 (DEV 200369)	Activities: Food assistance for assets, school feeding, prevention of acute malnutrition, prevention of stunting, HIV/TB care and treatment	Activities: Food assistance for assets, school feeding, prevention of stunting, HIV/TB care and treatment
		Total requirement: USD 41 million Total contributions received: USD 23.2 million Funding: 56.3percent	
	Emergency Response to Address Impact of El Niño Drought Situation in Lesotho (IR-EMOP 200939)	Activities: cash-based transfers distribution	-
		Approved budget: USD 1 million	-
	Support to Drought Affected Populations (PRRO 200980)	Activities: Relief lean season assistance, productive asset creation, technical assistance and national capacity strengthening	Activities: Food assistance for assets, capacity strengthening
		Total requirement: USD 26.7 million Total contributions received: USD 13.1 million Funding: 48.8percent	
	EP-RBJ-Regional El Niño preparedness for Southern Africa (IR-PREP 200908)	Activities: Cereal/maize border crossing monitoring, development of regional supply chain capacity assessment, regional support for preparedness actions	-
Approved budget: USD 285,288		-	
Augmentation of WFP support to the SADC Secretariat and member states in	Activities: Integration of nutrition, gender, and HIV indicators in rural assessments/updates, mobile remote monitoring of	Activities: Support to the Regional Vulnerability Assessment and Analysis (RVAA) programme, financial support activities	

		2016	2017
	response to the El Nino drought (SO 200993)	household food security (mVAM)	
		Total requirement: USD 3.7 million Total contributions received: USD 2.1 million Funding: 57.1percent	
Outputs at country office level	Food distributed (MT)	4,864	4,284
	Cash distributed (USD)	2,789,459 (cash)	4,937,954 (cash)
	Actual beneficiaries (number)	238,747 (Male 109,654; female: 129,093)	239,516 (Male: 113,427; female: 126,089)

Source: SPRs 2016, 2017

Annex 7: Line of sight



Source: WFP SPA

Country strategic plan Lesotho 2019-2024, line of sight

Collective Outcome		Collective Outcome	Collective Outcome	Collective Outcome
UNSDCF Outcome		UNSDCF Outcome	UNSDCF Outcome	UNSDCF Outcome
SR 1 – Access to food (SDG Target 2.1)		SR 2 – End malnutrition (SDG Target 2.2)	SR 4 – Sustainable food systems (SDG Target 2.4)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	ROOT CAUSES	ROOT CAUSE	RESILIENCE BUILDING	RESILIENCE BUILDING
OUTCOME 1 Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis	OUTCOME 2 Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round	OUTCOME 3 Vulnerable populations in Lesotho have improved nutritional status, at each stage of the lifecycle, in line with national targets by 2024	OUTCOME 4 Communities in targeted areas, especially women and youth, have resilient and diversified livelihoods, and increased marketable surplus by 2024	OUTCOME 5 Government and partners in Lesotho have access to efficient and reliable services throughout the year
OUTPUTS 1.1. Targeted populations [Tier 1] receive sufficient cash and/or food transfers, including specialized foods, in order to meet basic food and nutrition requirements and support early recovery [Category A] 1.2. Targeted households [Tier 2] benefit from improved knowledge of nutrition, health, hygiene and other care practices that contribute to improved food consumption and nutritional status [Category E]	OUTPUTS 2.1 Pre and primary school boys and girls, teachers and caregivers [Tier 1] benefit from gender awareness sessions [category A]. 2.2 Pre and primary school boys and girls, [Tier 1] receive an adequate and nutritious meal [SR 2] every school day in order to increase attendance [SDG 4] [Category A.2] 2.3 Pre- and primary school boys and girls and local communities [Tier 3] benefit from strengthened Government capacity [SDG 17] to manage, implement and fully own the home grown school meals programme, to help meet their basic food and nutrition needs [SR4] [Category C] 2.4 Targeted populations [Tier 3] benefit from strengthened government capacities to design, implement and coordinate efficient social protection programmes to ensure access to food [Category C] 2.5 Vulnerable populations [Tier 3] benefit from strengthened capacity of the government and partners in early warning and food and nutrition security monitoring and analysis which helps beneficiaries meet their food and nutrition needs [Category C]	OUTPUTS 3.1. Targeted populations [Tier 3] benefit from Government and other actors’ strengthened capacities to provide comprehensive social behaviour change communication (SBCC) for improved nutrition outcomes [Category C] 3.2 Vulnerable populations in Lesotho [Tier 3], including pregnant and lactating women and girls, children under 5, adolescents, and people living with HIV and TB, benefit from enhanced capacities of Government and other actors to implement programmes and services for improved nutrition outcomes [Category C] 3.3 Vulnerable populations in Lesotho [Tier 3] including pregnant and lactating women and girls, children under 5, adolescents, and people living with HIV and TB, benefit from enhanced capacities of Government to coordinate multi-sectoral platforms for improved nutrition outcomes [Category C]	OUTPUTS 4.1 Targeted households [Tier 1] participating in public works and other productive safety nets benefit from nutrition-sensitive assets to improve food security and resilience to shocks and climate change [SDG 13] [Category D] 4.2 Targeted communities and households (Tier3) benefit from strengthened government capacity to plan, design, manage and implement nutrition sensitive and community-led public works programmes that are gender and shock responsive. 4.3 Targeted households [Tier 2] benefit from access to information services to improve awareness of best practices in agriculture, climate services, nutrition, healthcare, gender and protection to improve their productivity and nutritional status [Category E] 4.4 Smallholder farmers, especially women, and farmer organizations in targeted areas [Tier 3] benefit from strengthened national policies, systems, capacities and facilities to access formal markets (including through home grown school meals) [Category C] 4.5 Food value-chain actors [Tier 2], including local traders, processors and institutional buyers, are supported to enhance supply chain efficiency and access to structured markets [Category C] 4.6 Communities [Tier 3] in Lesotho benefit from more efficient national supply chains and retail systems to improve their access to safe and nutritious food [Category C]	OUTPUTS 5. Vulnerable communities [Tier 3] benefit from WFP’s supply chain and other services to government and partners [category H] that improve the efficiency of development and humanitarian programmes 5.1 Vulnerable Communities benefit from cash transfers Services to government and partners that improve the efficiency of development and humanitarian programmes.
ACTIVITY 1 Provide cash and/or food transfers to populations affected by shocks [Category 1; Modality: food/CBT, CS]	ACTIVITY 2 Support the Government of Lesotho in evidence-based planning, design, management and implementation of social protection programmes, including by handing over the home-grown school meals programme [Category 9, modality : CS, food, SD] ACTIVITY 2 Strengthen the capacity of the government in Early Warning, food and Nutrition security, monitoring and vulnerability assessment and analysis [Category 12; Modality: CS,]	ACTIVITY 4 Provide capacity strengthening to the Government of Lesotho and other actors in multi-sectoral coordination, planning, evidence-building and implementation of nutrition policies and programmes [Category: 9; Modality: CS]	ACTIVITY 5 Support the design and implementation of nutrition-sensitive assets to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation [Category 2; Modality: food/CBT, CS] ACTIVITY 6 Provide technical support to smallholder farmers and other value chain actors, particularly women, in climate-smart agriculture, food quality and safety, marketing of nutritious foods and financial services [Category 7; Modality: CS, SD]	ACTIVITY 7 Provide expertise and services on supply chain on behalf of government and partners [Category 10, SD] ACTIVITY 8 Provide on-demand cash transfer services to government partners, UN Agencies, and national and international NGOs. [Cat: 10. Service provision and platforms activities. Modality: CTS, SD]

Source: WFP SPA

Annex 8: Key information on beneficiaries and transfers

Table 1: T-ICSP Actual beneficiaries versus planned 2018-2019, by year, strategic outcome, activity category and gender													
Strategic Outcome / Activity / Activity Tag		Year 2018						Year 2019					
		Planned Beneficiaries		Actual Beneficiaries		Actuals as a percent of planned beneficiaries		Planned Beneficiaries		Actual Beneficiaries		Actuals as a percent of planned beneficiaries	
		F	M	F	M	F	M	F	M	F	M	F	M
SO1 Households in chronically food insecure areas are able to meet their basic food and nutrition requirements throughout the year, including in times of shock													
Act 01	Food assistance for asset	4,160	3,840	5,181	3,865	125percent	101percent	12,167	10,791	11,487	10,187	94percent	94percent
Subtotal SO 1		4,160	3,840	5,181	3,865			12,167	10,791	11,487	10,187		
SO2 School children in food insecure areas have access to nutritious food throughout the year													
Act 02	School feeding (on-site)	124,300	115,700	120,134	125,756	97percent	109percent	120,500	119,500	104,932	104,136	87percent	87percent
Subtotal SO 2		124,300	115,700	120,134	125,756			120,500	119,500	104,932	104,136		
SO3 03 Targeted populations in prioritised districts have improved nutritional status in line with national targets by 2023													
Act 03	Prevention of acute malnutrition	6,746	3,504			0percent	0percent	6,746	3,504	N.R.	N.R.	-	-
	Prevention of stunting			3,507	3,237	-	-						
Act 04	General Distribution	4,160	3,840	N.R.	N.R.	-	-	500	500	N.R.	N.R.	-	-
Subtotal SO 3		10,906	7,344	3,507	3,237			7,246	4,004	-	-		
SO4 Shock affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis													
Act 05	General Distribution							26,012	23,068	24,283	21,535	93percent	93percent
Subtotal SO 4		-	-	-	-			26,012	23,068	24,283	21,535		
Total		139,366	126,884	128,822	132,858			165,925	157,363	140,702	135,858		

N.R: not reported

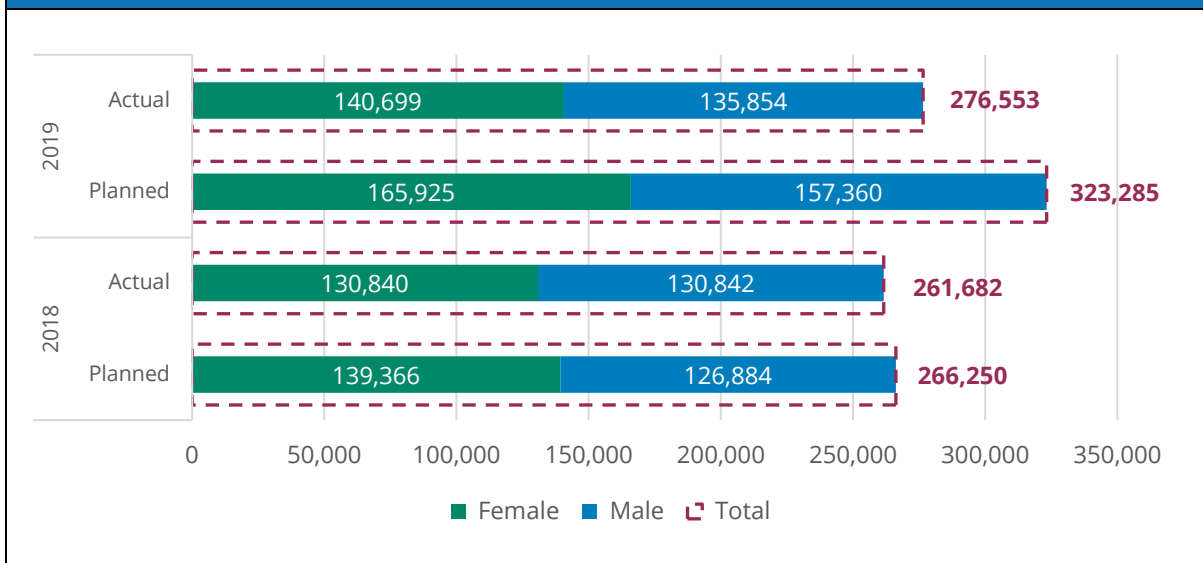
Source: COMET report CM-R020 (Date of Extraction: 09.06.2022)

Table 2: CSP Actual beneficiaries versus planned 2019-2021, by year, strategic outcome, activity category and gender

Strategic Outcome / Activity / Activity Tag		Year 2019						Year 2020						Year 2021					
		Planned Beneficiaries		Actual Beneficiaries		Actuals as a percent of planned		Planned Beneficiaries		Actual Beneficiaries		Actuals as a percent of planned		Planned Beneficiaries		Actual Beneficiaries		Actuals as a percent of planned	
		F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
SO1 Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis																			
Act 01	General Distribution	132,500	117,500	35,597	31,568	27percent	27percent	132,500	117,500	107,375	95,219	81percent	81percent	74,213	65,812	120,246	106,634	162percent	162percent
	Prevention of acute malnutrition	24,000	9,000			0percent	0percent	24,360	8,640	28,634	9,862	118percent	114percent	1,062	398			0percent	0percent
Subtotal SO 1		156,500	126,500	35,597	31,568			156,860	126,140	136,009	105,081			75,275	66,210	120,246	106,634		
SO2 Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round																			
Act 02	School feeding (on-site)	120,600	119,400	105,711	104,673	88percent	88percent	103,100	101,900	59,496	58,637	58percent	58percent	118,100	116,900	26,957	25,899	23percent	23percent
Subtotal SO 2		120,600	119,400	105,711	104,673			103,100	101,900	59,496	58,637			118,100	116,900	26,957	25,899		
SO3 Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024																			
Act 04	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal SO 3		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SO4 Communities in targeted areas, especially women and youth, have resilient, efficient and inclusive food systems by 2024																			
Act 05	Food assistance for asset	7,555	6,699	3,527	3,127	47percent	47percent	15,105	13,395	6,241	5,534	41percent	41percent	15,105	13,395	22,096	21,230	146percent	146percent
Subtotal SO 4		7,555	6,699	3,527	3,127			15,105	13,395	6,241	5,534			15,105	13,395	22,096	21,230		
Total		284,655	252,599	144,835	139,368			275,065	241,435	201,746	169,252			208,480	196,505	169,299	153,763		

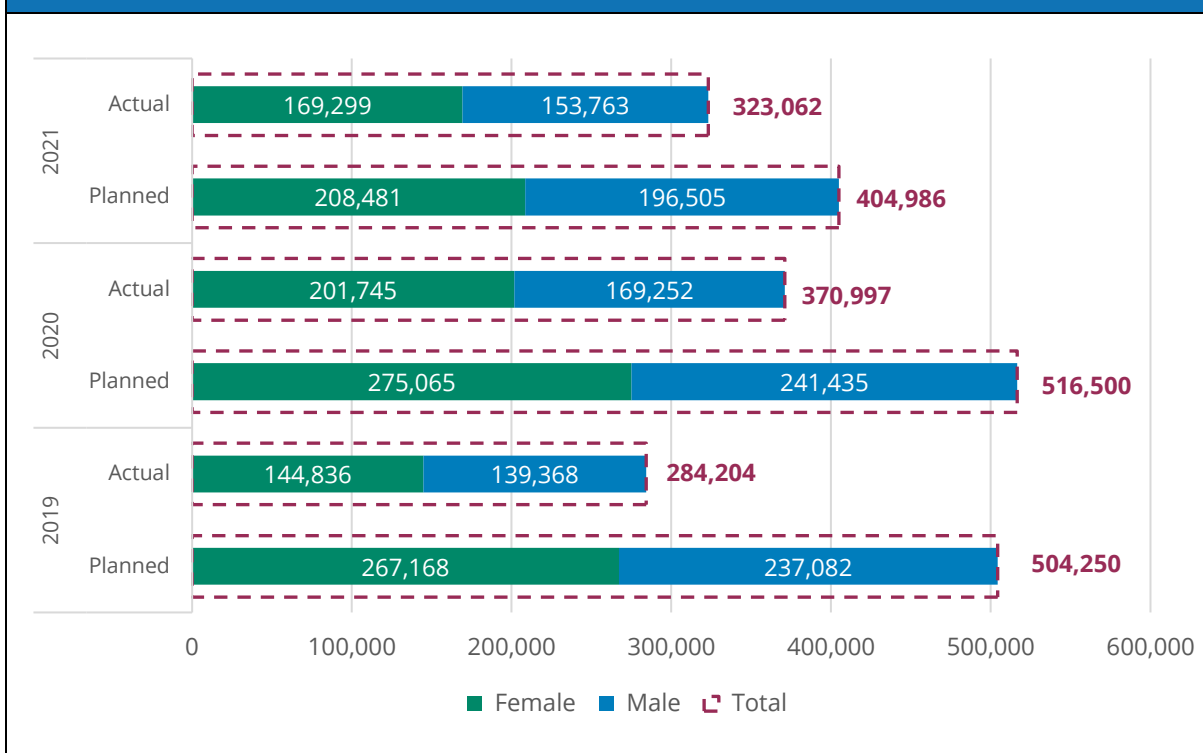
Source: COMET report CM-R020 (Date of Extraction: 09.06.2022)

Figure 1: T-ICSP Actual versus planned beneficiaries by gender in Lesotho, 2018-2019



Source: COMET report CM-R001b, data extracted on 10.06.2022

Figure 2: CSP Actual versus planned beneficiaries by gender in Lesotho, 2019-2021



Source: COMET report CM-R001b, data extracted on 10.06.2022

Figure 4: T-ICSP Actual beneficiaries by transfer modality in Lesotho, 2018-2019, by strategic outcome

Year	Strategic Outcome / Activity / Activity Tag		Total number of beneficiaries receiving food	Actual vs Planned beneficiaries receiving food percent	Total number of beneficiaries receiving CBT	Actual vs Planned beneficiaries receiving CBT percent
2018	SO1 Households in chronically food insecure areas are able to meet their basic food and nutrition requirements throughout the year, including in times of shock					
	01 Strengthen the resilience of communities in shock-prone areas	Food assistance for asset	0	-	9,046	88percent
	SO2 School children in food insecure areas have access to nutritious food throughout the year					
	02 Provide capacity strengthening and implementation support to government bodies responsible for the national school feeding programme	School feeding (on-site)	245,890	100percent	-	-
	SO3 03 Targeted populations in prioritized districts have improved nutritional status in line with national targets by 2023					
	03 Provide chronic malnutrition prevention services to at risk populations in targeted areas	Prevention of acute malnutrition	0	0percent	-	-
		Prevention of stunting	6744	-	-	-
04 Provide cash and /or food transfers to households of acutely malnourished ART and TB DOT clients	General Distribution	0	0percent	-	-	
2019	SO1 Households in chronically food insecure areas are able to meet their basic food and nutrition requirements throughout the year, including in times of shock					
	01 Strengthen the resilience of communities in shock-prone areas	Food assistance for asset	-	-	21,674	94percent
	SO2 School children in food insecure areas have access to nutritious food throughout the year					
	02 Provide capacity strengthening and implementation support to government bodies responsible for the national school feeding programme	School feeding (on-site)	209,068	87percent	-	-
	SO3 03 Targeted populations in prioritized districts have improved nutritional status in line with national targets by 2023					
	03 Provide chronic malnutrition prevention services to at risk populations in targeted areas	Prevention of acute malnutrition	0	0percent	-	-
		Prevention of stunting	0	0percent	-	-
SO4 Shock affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis						
Provide cash and/ or food transfers to populations affected by shocks	General Distribution	-	-	45,818	93percent	

Source: COMET report CM-R002b, data extracted on 09.06.2022

Figure 5: CSP Actual beneficiaries by transfer modality in Lesotho, 2019-2021, by strategic outcome

Year	Strategic Outcome / Activity / Activity Tag	Total number of beneficiaries receiving food	Actual vs Planned beneficiaries receiving food percent	Total number of beneficiaries receiving CBT	Actual vs Planned beneficiaries receiving CBT percent	Total number of beneficiaries receiving CV	Actual vs Planned beneficiaries receiving CV percent
2019	SO1 Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis						
	Provide cash and/or food transfers to populations affected by shocks	General Distribution		0percent	67,165	45percent	
		Prevention of acute malnutrition		0percent			
	SO2 Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round						
	Support the Government in evidence-based planning, design, management and implementation of social protection programmes, including by handing over the home-grown school meals programme	School feeding (on-site)	210,384	88percent			
SO3 Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024							
Provide capacity strengthening to the Government and other actors with regard to multi-sectoral coordination, planning, evidence-building and implementation of equitable nutrition	-						

	policies and programmes							
SO4 Communities in targeted areas, especially women and youth, have resilient, efficient and inclusive food systems by 2024								
	Support the design and implementation of assets that are nutritionally relevant to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation	Food assistance for asset	-	-	6,654	47percent		
2020	SO1 Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis							
	Provide cash and/or food transfers to populations affected by shocks	General Distribution	-	0percent	202,594	135percent		
		Prevention of acute malnutrition	38,496	117percent	-	-		
	SO2 Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round							
	Support the Government in evidence-based planning, design, management and implementation of social protection programmes, including by handing over the home-grown school meals programme	School feeding (on-site)	118,133	58percent	-	-		
SO3 Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024								
	Provide capacity strengthening to the Government and other actors with	-						

	regard to multi-sectoral coordination, planning, evidence-building and implementation of equitable nutrition policies and programmes							
SO4 Communities in targeted areas, especially women and youth, have resilient, efficient and inclusive food systems by 2024								
	Support the design and implementation of assets that are nutritionally relevant to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation	Food assistance for asset	-	-	11,775	41percent		
SO1 Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis								
2021	Provide cash and/or food transfers to populations affected by shocks	General Distribution	-	#DIV/0!	108,900	78percent	117,979	
		Prevention of acute malnutrition	-	0percent	-	-	-	-
	SO2 Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round							
	Support the Government in evidence-based planning, design, management and implementation of social protection programmes, including by handing over the home-grown	School feeding (on-site)	52,856	22percent	-	-	-	-

school meals programme								
SO3 Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024								
Provide capacity strengthening to the Government and other actors with regard to multi-sectoral coordination, planning, evidence-building and implementation of equitable nutrition policies and programmes	-				-	-	-	-
SO4 Communities in targeted areas, especially women and youth, have resilient, efficient and inclusive food systems by 2024								
Support the design and implementation of assets that are nutritionally relevant to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation	Food assistance for asset	-	-	43,326	152percent	-	-	-

Source: COMET report CM-R002b, data extracted on 09.06.2022

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/ CM		December 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		January 2023
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		May 2023
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		May 2023
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	July 2023
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	November 2023

		<ul style="list-style-type: none"> Partners/civil society /peers/networks 				
Dissemination	Evaluation report	<ul style="list-style-type: none"> WFP EB/governance/management WFP country/regional office/local stakeholders WFP technical staff/programmers/practitioners Donors/countries Partners/civil society /peers/networks 	<ul style="list-style-type: none"> Email Web and social media, KM channels (WFP.org, WFPgo, Twitter) Evaluation network platforms (UNEG, ALNAP) Newsflash 	EM	CM	December 2023
Dissemination	Management response	<ul style="list-style-type: none"> WFP EB/governance/ management WFP country/regional office/local stakeholders WFP technical staff/programmers /practitioners Donors/countries Partners/civil society/peers/networks 	<ul style="list-style-type: none"> Web (WFP.org, WFPgo) KM channels 	EB	EM	March 2024
Dissemination	ED memorandum	<ul style="list-style-type: none"> ED/WFP management 	<ul style="list-style-type: none"> Email 	EM	DE	April – May 2024
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> WFP EB/governance/management WFP technical staff/programmers /practitioners Donors/countries 	<ul style="list-style-type: none"> Presentation 	EM	CM	April – May 2024
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> WFP EB/governance/management WFP technical staff/programmers /practitioners Donors/countries 	<ul style="list-style-type: none"> Presentation 	EM	CM	April – May 2024
Dissemination	Report communication	<ul style="list-style-type: none"> Oversight and Policy Committee (OPC) Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> Email 	EM	DE	April – May 2024
Dissemination	Newsflash	<ul style="list-style-type: none"> WFP EB/governance/ management WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> Email 	CM	EM	June 2023

		<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 				
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	• Cards	CM		June 2023
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	June 2023

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in the country?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

Annex 11: Approved Country Strategic Plan document

[Lesotho Country Strategic Plan \(2019-2024\)](#)

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) 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 CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG 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.

3. Roles

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

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- 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 and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national stakeholder workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level⁵² (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • Aurore Rusiga, Country Director • Masahiro Matsumoto, Deputy Country Director • Likeleli Phoolo, Evaluation Focal Point • Napo Ntlou, Social protection • Makhauta Mokhethi, Nutrition Activity manager and gender/protection focal point 	<ul style="list-style-type: none"> • Annmarie Isler, Government Partnerships Officer • Tiwonge Machiwenyika, Program Policy Officer, Climate Change and Resilience • Oratile Khama, Senior Partnerships Officer • Justine Van Rooyen, Gender Adviser • Atsuvi Gamli, Team lead, Social Protection/Cash Based Transfers • Bheki Ncube, Cash Based Transfer Officer 	<ul style="list-style-type: none"> • Daniel Dyssel, Program Policy Officer, Country Capacity Strengthening

⁵² An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national stakeholder workshop to validate findings and discuss recommendations.

Annex 13: Bibliography

- World Bank. (2019). *Lesotho Poverty Assessment: Progress and challenges in reducing poverty*.
- FAO; IFAD; Unicef; WFP; WHO. (2022). *The State of Food Security and Nutrition in the World 2022*. Rome.
- Bureau of Statistics Lesotho. (n.d.). *2019/2020 Lesotho Agricultural Census Key Findings Report*.
- CIA. (2022). *Lesotho*. Retrieved September 1, 2022, from The World Factbook: <https://www.cia.gov/the-world-factbook/countries/lesotho/>
- Financial Tracking Service (FTS). (2022). *Countries*. Retrieved August 23, 2022, from <https://fts.unocha.org/countries/overview>
- Food and Agriculture Organization. (2022). *FAOSTAT - Crops and livestock products*. Retrieved September 21, 2022, from <https://www.fao.org/faostat/en/#data/TM>
- Food and Agriculture Organization. (2022). *Review of agricultural policies and legal frameworks*.
- Global Hunger Index. (2022). *Lesotho*. Retrieved September 05, 2022, from <https://www.globalhungerindex.org/lesotho.html>
- Government of Lesotho. (2016). *Lesotho Food and Nutrition Policy 2016-2025*. Retrieved from <https://extranet.who.int/nutrition/gina/sites/default/filesstore/LSO%202016%20Food%20and%20Nutrition%20Policy.pdf>
- Government of Lesotho. (2017). *National Climate Change Policy 2017-2027*.
- Government of Lesotho. (2019). *Lesotho Food and Nutrition Strategy and Action Plan 2019-2013*.
- Government of Lesotho. (2019). *Voluntary National Review on the implementation of the Sustainable Development Goals*.
- Government of Lesotho. (2021). *The Kingdom of Lesotho's Third National Communication on Climate Change*.
- Government of Lesotho. (2022). *Voluntary National Review on the implementation of the Sustainable Development Goals*.
- Government of Lesotho. (n.d.). *National Strategic Development Plan II 2018/19 to 2022/23*.
- Integrated Food Security Phase Classification. (2022). *IPC Acute Food Insecurity Analysis July 2022 – March 2023*.
- IOM; FAO; UNAIDS; UNDP; UNFPA; UNICEF; WFP; WHO. (2022). *UN Country Results Report 2021*.
- Lesotho Vulnerability Assessment Committee. (2020). *2019 Drought Situation Report*.
- OECD.Stat. (2022). *Creditor Reporting System (CRS)*. Retrieved August 23, 2022
- OECD-DAC. (2022). *Interactive summary charts by aid (ODA) recipients*. Retrieved August 23, 2022, from https://public.tableau.com/views/OECDDACaidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
- UN High Commissioner for Refugees. (2019). *UNHCR Submission for the Universal Periodic Review – Lesotho – UPR 35th Session*. Retrieved September 07, 2022, from <https://www.refworld.org/docid/5e1732e00.html>
- UN High Commissioner for Refugees. (2022). *Refugee data finder*. Retrieved September 07, 2022, from <https://www.unhcr.org/refugee-statistics/download/?url=2z1B08>
- UN Women. (2022). *Lesotho Fact Sheet*. Retrieved September 07, 2022, from <https://data.unwomen.org/country/lesotho>
- UNICEF. (2021). *Lesotho Country Office Annual Report*.
- United Nations Department of Economic and Social Affairs. (2022). *SDG Indicators Database*. Retrieved September 20, 2022
- United Nations Development Programme. (2022). *Human Development Reports - Data center*. Retrieved from <https://hdr.undp.org/data-center/documentation-and-downloads>
- United Nations Office for the Coordination of Humanitarian Affairs. (2019). *Lesotho Flash Appeal 2019/2020*.
- United Nations Population Fund. (2022). *World Population Dashboard*. Retrieved September 1, 2022, from <https://www.unfpa.org/data/world-population-dashboard>

World Bank. (2022). *Lesotho*. Retrieved May 5, 2022, from <https://data.worldbank.org/?iframe=true>

World Bank. (2022). *The World Bank in Lesotho*. Retrieved September 1, 2022, from <https://www.worldbank.org/en/country/lesotho/overview#1>

World Food Programme. (2022). *Lesotho Annual Country Report 2021*.

World Trade Organization. (2022). *WTO Stats*. Retrieved September 21, 2022, from <https://stats.wto.org/>

Annex 14: Acronyms

AAP	Accountability to Affected Persons
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance
ARC	African Risk Capacity Group
CBT	Cash based transfer
CO	WFP Country Office
COMET	Country Office Tool for Managing Programmes Effectively
COVID-19	Coronavirus SARS-CoV-2 disease
CPB	Country Portfolio Budget
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation manager
ET	Evaluation team
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FNCO	Food and Nutrition Coordination Office
FTS	Financial Tracking Service
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GHI	Global Hunger Index
GNI	Gross National Income
GII	Gender Inequality Index
HDI	Human Development Index

HQ	WFP Headquarters
IAHE	Inter-Agency Humanitarian Evaluations
IFAD	International Fund for Agricultural Development
IOM	International Organisation for Migration
IPC	Integrated Food Security Phase Classification
IRG	Internal Reference Group
LTA	Long-term Agreement
LUNDAP	Lesotho United Nations Development Assistance Plan
NBP	Needs Based Plan
NSDP II	Second National Strategic Development Plan
ODA	Official Development Assistance
OECD/DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	WFP Office of Evaluation
PHQA	Post-Hoc Quality Assessment
PRRO	Protracted Relief and Recovery Operation
RB	Regional Bureau
RBJ	Regional Bureau Johannesburg
REO	Regional Evaluation Officer
SDG	Sustainable Development Goals
SER	Summary Evaluation Report
SO	Strategic Outcome
TB	Tuberculosis
T-ICSP	Transitional Interim Country Strategic Plan
ToR	Terms of Reference
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework

UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees.
UNSD	United Nations Statistics Division
UNICEF	United Nations Children's Fund
UNSDPF	United Nations Sustainable Development Partnership Framework
VAM	Vulnerability Assessment and Mapping
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organization

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70
00148 Rome, Italy
T +39 06 65131 wfp.org