Thematic Evaluation of WFP's Country Capacity Strengthening Activities in Lesotho from 2019 to 2022

Decentralized Evaluation Terms of Reference

commissioned by WFP Lesotho Country Office

World Food Programme

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Final ToR **May 2023**

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1. Background

1. These terms of reference (ToR) were prepared by the World Food Programme (WFP) Lesotho with the support of Regional Bureau Johannesburg (RBJ), based on an initial document review and consultation with stakeholders and following a standard template. The purpose of the TOR is to provide key information to stakeholders about the evaluation, and to guide the evaluation team and specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These terms of reference are for the **thematic evaluation of Capacity Strengthening activities in Lesotho**, covering the period June 2019 to 2022 under the ongoing Country Strategic Plan (CSP) 2019-2024. This evaluation is commissioned by WFP Lesotho.

3. The Lesotho CSP is oriented towards the capacity Strengthening strategy as opposed to direct implementation of activities such as provision of school meals, nutrition products, and food assistance through food for assets activities, which has been the approach of the Lesotho Country Office (CO) for many years. The Lesotho CSP was designed to be implemented in collaboration with key Government stakeholders, Non-Governmental Organisations (NGOs) and United Nations (UN) agencies. It is, therefore, imperative for WFP Lesotho and partners to learn, whether this approach is effective in supporting the Government to achieve zero hunger, whether the Government will be able to sustain the support and whether the interventions were delivered in an efficient manner and what changes are being realised. The evaluation will support the CO to understand the key improvements needed and inform design of future CSP and capacity strengthening interventions.

4. Since 2019, WFP has collaborated with NGOs and other UN agencies to implement several country capacity strengthening (CCS) interventions to a) strengthen preparedness and response for emergencies, b) strengthen the design, coordination, implementation and monitoring of nutrition and home- grown school feeding programmes, and c) build the resilience of vulnerable households. The interventions were designed to strengthen systems and institutions both at national, district and local levels across the country.

5. To maximize country ownership and make sure that target stakeholders can manage and provide necessary support to their target populations effectively, efficiently, and self-sufficiently, WFP Lesotho offers CCS assistance to national and regional and local government agencies and organizations as well as communities in target areas.

6. According to the WFP, country capacity strengthening (CCS) is defined as "*the process through which individuals, organisations and societies obtain, strengthen, and maintain their capabilities to set and achieve their own development objectives over time. It is about building on existing skills, knowledge, systems, and institutions to enable governments to take responsibility for investing in and managing hunger solutions.*"[1] This evaluation will therefore seek to interrogate the extent to which the WFP Lesotho capacity strengthening approach and activities have enabled targeted individuals including government counterparts, institutions, and communities to take responsibility and ownership in managing hunger solutions.

1.2. CONTEXT

7. Lesotho is a landlocked country surrounded by the Republic of South Africa, with an estimate population of 2 million (Bureau of statistics population projections 2016)[2]. It has an estimated area of 30,344 km², and three quarters of which is mountainous. Lesotho is a lower middle-income country ranked

[1] WFP Corporate Approach to Country Capacity Strengthening (CCS). CCS Toolkit Component 001. https://docs.wfp.org/api/documents/WFP-0000011956/download/

[2] Bureau of Statistics Population Projections, 2016, Lesotho Population Projections 2016-2036 Report, Volume VI: Population Projections, https://www.bos.gov.ls/publications.htm

168 of 191 countries on the Human Development Index[3]. Lesotho is one the countries that have high levels of inequalities, with a Gini index of 44.6 in 2017[4]. **Poverty** among the rural population is high, with 60.7 percent compared to the urban population with 28.5 percent. Most of the households headed by women live in poverty, at 55.2 percent compared to 46.3 percent of households headed by men[5]. In 2019 **unemployment** remained high at 22.5 percent, of which 22.6 percent were men and 22.4 percent were women[6]. In 2021 unemployment rate increased to 24.6 percent[7]. The national gross domestic product (GDP) stands at US$ 2.25 billion while the national gross domestic income per capita is US$ 1033[8].

8. The Lesotho **economy** is dominated by public administration, few manufacturing of textile, garments and apparel, services, agriculture, utilities, mining, construction, and transport. In recent years the economy has been weakened by the changing coalition Governments (every two years), thus creating an unstable political environment. COVID-19 exacerbated the situation and GDP declined by 8.4 percent in 2020, following a contraction of an average 0.7 percent annually between 2017 and 2019[9]. Revenue from the Southern African Customs Union (SACU) contributes a significant proportion to Lesotho's national budget.

9. Much of the population (65.8 percent)[10] reside in rural areas where rain-fed subsistence agriculture is the main means of living. In 2021 slightly (57.9 percent) above half of the population had access to agricultural land, with more men (57.2 percent) having access to agricultural land than women[11]. The recurring climatic hazards, including droughts, heavy rains, and early frost, results in a low performing economy and declining agriculture productivity. According to the Bureau of Statistics (BOS) maize yield has decreased from 0.87mt per hectare in 2017/2018 to 0.22mt per hectare in 2021/2022[12].

10. Lesotho is food self-insufficient and imports more than 70 percent of its cereal requirements. This has subjected more than 200,000 of rural population to food insecurity almost every year. In 2022, 521,000 people were **food insecure**[13]. The food insecurity situation was exacerbated by COVID-19, heavy rains that destroyed infrastructure and high food prices resulting from the conflict in Ukraine.

11. **Malnutrition** is widespread across the country. Only 10 percent of children between 6-23 months can meet the recommended number of feeds and diverse meals in a day[14]. Although the economic growth and overall improvements in the health sector resulted in a reduction of stunting in children aged 24-59 months by 10 percentage points (to 33 percent) from 2000 to 2014[15], the overall prevalence is still classified as very high according to World Health Organization (WHO). Fifty one percent of children under five years of age suffer from anemia. Twenty seven percent of women were anaemic compared to 14 percent of men.

12. The vulnerabilities are further escalated by an extremely high **HIV prevalence** at 22.7 percent (27.4 percent for women and 17.8 percent for men). The highest prevalence (46.5 percent) was observed in women aged 40-44 years compared to male counterparts with 37.2 percent[16], resulting in care needed for more than 210,000 orphaned children, most of whom are paternal orphans (64.9 percent), further increasing the burden on women.

13. **Gender inequality** is another factor contributing to vulnerability in Lesotho. The Gender Inequality Index scoring has been declining since 2014[17]. Although, the 2021 sustainable development report presents some improvement in gender equality in Lesotho, the improvements are insufficient to attain gender equality and the empowerment of women and girls. The Constitution of the legal system of Lesotho

[3] http://hdr.undp.org/
[4] Lesotho Poverty Trends and Profile Report 2002/2003-2017/2018, BOS Publications
[5] Lesotho Poverty Trends and Profile Report 2002/2003-2017/2018, BOS Publications
[6] Lesotho Labour Force Survey 2019, BOS Publications
[7] https://www.worldbank.org/en/publication/macro-poverty-outlook/mpo_ssa
8 https://tradingeconomics.com/
[9] https://www.worldbank.org/en/country/lesotho/overview#
[10] https://www.bos.gov.ls/2016_Summary_Key_Findings.pdf
[11] Lesotho vulnerability assessment committee, crop assessment, March 2021
[12] Bureau of Statistics 2021/2022 Crop Forecasting Report, BOS Publications
[13] Lesotho vulnerability assessment committee, annual vulnerability assessment, June 2022
[14] Lesotho multiple cluster surveys 2018, BOS Publications
[15] Lesotho demographic health survey 2014
[16] Lesotho Population-Based HIV Impact Assessment 2020, https://phia.icap.columbia.edu
[17] UNDP, Human Development Report, 2020

provides an encouraging legal framework for promoting gender equality. However, women are more likely to be poor, unemployed, face gender-based violence and have a higher prevalence of HIV.

14. Despite existing laws against **Gender-Based Violence** (GBV), GBV remains prevalent throughout the country and has increased due to the COVID-19 pandemic. Eighty six percent of women have experienced GBV at one point, with increased reports during emergency situations due to increased household vulnerabilities and socio-economic deprivations. GBV towards women and girls manifests through sexual violence, intimate partner violence, economic violence, psychosocial abuse, and child marriage. Various categories of the population including adolescent boys and girls, women and men, elderly, people with disability, people living with HIV and AIDS have previously been exposed to protection and GBV risks. The Ministry of Social Development (MSD) reported that violence, in general, is very high among the boy-child (57.4 percent compared to the girl-child 32.9 percent), although overall, women and girls bear the brunt of GBV. The Lesotho Violence Against Children and Youth Survey 2018 by MSD (2020) reported a high prevalence of sexual abuse among children and adolescents, with a much higher prevalence among girls.

15. Lesotho's national strategic development plan promotes inclusive and sustainable economic growth and private sector-led job creation, with a focus on strengthening human capabilities in health, education, nutrition, and social protection, including, building enabling infrastructure and strengthening national governance and accountability systems to address unemployment, poverty, gender inequalities and HIV and AIDS. To support the country's national priorities, the United Nations (UN) developed the United Nations Development Assistance Framework (UNDAF 2019-2023)[18] that is aligned to the national strategic development plan.

16. With the support of the European Civil Protection and Humanitarian Aid Operations (ECHO) funding, WFP in collaboration with other UN agencies, including the International Organisation for Migration (IOM) and Food and Agriculture Organisation (FAO) assisted around 230,000 migrant workers and other people who lost their livelihoods due to the adverse impacts of COVID-19 pandemic on remittances, and employment. A combination of food and cash vouchers and a variety of vegetable seeds were distributed in Mokhotlong, Thaba-tseka, Maseru, Mohale's Hoek, Qacha's Nek, and Quthing districts. Between 2019 and 2022, WFP provided food support to over 200,000 children in early childhood care and development centres (ECCD) with funding from China and Japan.

17. The Food and Nutrition Security Policy provides a framework to address the multi-dimensional causes and consequences of malnutrition. Multisectoral nutrition interventions are implemented through different government ministries and the funding is largely donor driven. Through Renewed Efforts Against Child Hunger (REACH) funding, the UN conducted the nutrition investment case study which prioritizes interventions to avert stunting in Lesotho, with indications for more budget allocations to inform advocacy towards annual allocation of 3.5 percent of GDP to avert stunting. The maximum intervention programmes (MIP) were rolled to the four districts with the highest stunting rates. WFP's integration of a nutrition sensitization approach across all programmes advanced assisted people's understanding of nutrition in meal preparation and dietary choices.

18. The social protection system in Lesotho follows the life-course approach and the dimensions of shocks and of disability/chronic illness that may impact the population at any stage. The Government allocates between 6.4 and 9 percent of its annual national budget to social protection programmes such as school meals, pension for the elderly, education grants, agricultural inputs subsidies, child grants and public works. The country launched the disability grant, following the enactment of the Persons with Disabilities Equity Act in March 2021[19].

19. The Lesotho voluntary national review report 2019[20], highlighted that Lesotho's commitment to reduce food and nutrition insecurity is frustrated by factors such as drought, lack of financial resources (due to rising poverty) to purchase inputs to increase productivity, land degradation, weak management of the food and nutrition sector, limited extension service delivery to farmers contributing to sub-optimal application of modern farming technologies. The voluntary national review (VNR) report 2022, indicated

[18] United Nations Development Assistance Framework (UNDAF)for Lesotho 2019-2023
[19] https://www.ilo.org/dyn/natlex/docs/MONOGRAPH/112416/140481/F445608953/LSO112416.pdf
[20] Voluntary National Review 2019, Lesotho | High-Level Political Forum

that some of the economic gains were eroded by the effects of the COVID-19 pandemic, which pushed additional 2 percent of the population into poverty and rendered more people food insecure[21].

2. Reasons for the evaluation

2.1. RATIONALE

20. WFP Lesotho provides capacity strengthening (CS) interventions through the Country Strategic Plan (2019–2024, and the CCS framework along five impact pathways of (i) policy and legislation, (ii) institutional effectiveness and accountability, (iii) strategic planning and financing, (iv) stakeholder programme design, delivery, and monitoring and evaluation (M&E) (v) engagement and participation of community including women/men, people of different ages, and physical ability, as well as civil society and private sector. The development of CCS interventions has been guided by the WFP CCS framework, assessments and lessons from past evaluations conducted by WFP in Lesotho.

21. The Lesotho CP200369 evaluation[22] recommended the increased emphasis on capacity strengthening and development of a substantive and clear capacity strengthening strategic plan to enhance results and improve the sustainability of interventions. In addition, the Lesotho national school feeding evaluation[23] called for WFP support to the government to extend resource mobilization efforts, strengthen the government staff capacity in school feeding and nutrition and support the development of M&E frameworks. Furthermore, the Asset Creation and Public Works evaluation[24] recommended that capacity strengthening activities include (i) capacity needs assessment, (ii) development of strategy and plan based on needs assessments (iii) training modules and tools; and (iv) training evaluation focusing on the quality of the training and its impact. The evaluation will, therefore, help to ascertain the progress made in implementing these recommendations, determine the value addition of the capacity-strengthening activities, and measure performance against the CCS framework.

22. Despite the three evaluations completed in Lesotho, capacity strengthening was not the main focus of these evaluation resulting in limited evidence and lessons on CCS and significant evidence gaps in evaluating the capacity strengthening interventions, considering the extensive support provided in this area. WFP recently commissioned a CSP Evaluation (CSPE) whose final report is expected in September 2023. Although the CSPE inception report identified CCS as one of the thematic areas that is particularly relevant for learning purposes, the CSPE focuses on the entire portfolio of activities and is therefore limited in terms of specific questions to draw evidence and lessons on capacity strengthening. In addition, during the CSPE end-of-debriefing meeting held in May 2023, the Evaluation Team indicated they could not cover much of CCS during data collection because the activities implemented were too diverse and required more dedicated time and effort. The CCS evaluation will, therefore, seek to draw focused evidence and lessons to inform the design and implementation of CCS activities to improve results and promote sustainability.

23. The evaluation will have the following uses for the WFP Lesotho CO:

- The evaluation will be used to modify its overall CSP strategy, programme implementation methods and CCS activities for the remaining implementation period until mid-2024, to ensure WFP support to the government is informed by evidence.
- To draw lessons to better engage the Government and position WFP as a strategic partner to the Government for emergency preparedness, response, resilience building, and for broader engagement in social protection and its delivery systems.

[21] https://hlpf.un.org/countries/lesotho/voluntary-national-review-2022
[22] Lesotho Country Programme 200269 Mid-Term Evaluation
[23] Lesotho National School Feeding Programme Evaluation
[24] Lesotho Asset Creation and Public Works Evaluation

- To assess the relevance, coherence, effectiveness, efficiency, and sustainability of CCS activities to draw lessons and inform the design of new activities or the introduction of similar activities in other contexts.
- To inform the design of the second-generation country strategic plan (2G CSP), whose visioning will start in mid-2023.
- To draw lessons to inform national policy discussions and institutional capacity strengthening strategies; inform and guide the targeting of beneficiaries for the capacity strengthening interventions and inform decisions on the scaling up of CCS interventions.

2.2. OBJECTIVES

24. The evaluation serves the dual and mutually reinforcing objectives of accountability and learning.

- **Accountability** – The evaluation will assess and report on whether the capacity strengthening activities were effective in supporting the Government to achieve zero hunger.
- **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur, derive good practices, and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making. The findings will be actively disseminated and incorporated into relevant communication and knowledge-sharing systems.

25. Greater emphasis is placed on the learning objective due to the usefulness of the evaluation evidence for operational decision making and in refining programme implementation for the remaining period of the current CSP and the design of the 2G CSP. The evaluation findings and recommendations should therefore highlight best practices and lessons to strengthen WFP's strategic capacity strengthening approach in Lesotho. The evaluation findings will also complement the evidence from the CSP evaluation which was launched in early-2023.

26. Specifically, the evaluation is commissioned to:

- Assess the effectiveness of the capacity strengthening interventions in (i) achieving the stated goals and (ii) generating evidence on the effects and changes from the technical and financial support provided to the Government and its partners at the national and local levels across the entire country.
- Identify and recommend the adjustments that WFP needs to make to achieve the intended objectives of the capacity strengthening strategy.
- Understand the extent to which capacity strengthening activities considered environmental risks and gender related issues such as gender equality, equity, and discrimination.
- Provide additional evidence on the status of the Government and its partners' capacity to achieve zero hunger. The CO conducted a capacity needs mapping exercise, which was intended to identify the capacity gaps, therefore the evidence from this evaluation will add to the capacity needs mapping efforts.

2.3. STAKEHOLDER ANALYSIS

27. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders and intended users of the evaluation. Several stakeholders will be requested to play a role in the evaluation process considering their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

28. Accountability to affected populations, is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity, and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys, and girls from different groups (including persons with disabilities, the elderly, and persons with other diversities such as ethnic and linguistic).

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (CO) in Lesotho	**Key informant and primary stakeholder** - Responsible for the planning and implementation of WFP interventions at country level. The CO is interested in using the evaluation findings and lessons to influence future decision-making, CSP implementation, inform the design of the next CSP and decisions on strategic partnerships. The CO is also required to account for the performance and outcomes of its programmes both internally and externally to the Government, beneficiaries, and partners. In addition, the CO will use the findings and recommendations from this evaluation to a) modify its overall CSP strategy, programme implementation methods for the remaining implementation period until mid-2024, b) better engage the Government, c) better position WFP as a strategic partner to the Government for emergency preparedness, response, resilience building and for broader engagement with social protection and its delivery systems. The improved strategy, implementation, and involvement are projected to result in increased government capacity to improve the country's food security and nutrition.
WFP field offices in Lesotho	**Key informant and primary stakeholder** - Responsible for day-to-day programme implementation at field level. The field offices liaise with stakeholders at decentralized levels and have direct contact with beneficiaries. The outcome of the evaluation will influence the implementation methods that include the type of partners to choose, the activities or approaches to use with key stakeholders and beneficiaries in the field.
Regional bureau for Southern Africa (RBJ)	**Key informant and primary stakeholder** - Responsible for both oversight of country offices and technical guidance and support. The RBJ management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings and to apply the lessons to other country offices. The regional bureau will be involved in the planning of the next programme and will therefore, use the evaluation findings to provide strategic guidance, programme support, and oversight. The Regional Evaluation Unit (REU) supports the country office/regional bureau management to ensure quality, credible, and useful decentralized evaluations.
WFP HQ divisions	**Key informant and primary stakeholder** - WFP headquarters divisions and technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities, and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units such as the Technical Assistance and Country Capacity Strengthening Service (OSZI), dealing with country capacity strengthening, will be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning and accountability.
WFP Office of Evaluation (OEV)	**Primary stakeholder** – The Office of Evaluation (OEV) has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations, respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. OEV may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
WFP Executive Board (EB)	**Primary stakeholder** – The Executive Board provides final oversight of and guidance to WFP programmes. The WFP governing body has an interest in being kept informed

	about the effectiveness of WFP programmes. Although this evaluation will not be presented to the Executive Board, its findings may feed into thematic and/or regional syntheses and corporate learning processes.
External stakeholders	
Government of Lesotho Ministry of Education and Training, Lesotho Meteorological Services, Disaster Management Authority, Food and Nutrition Coordinating Office, Ministry of Agriculture and Food Security, Ministry of Forestry, Range and Soil Conservation	**Key informants and primary stakeholder** - The Government of Lesotho at national, district and local levels has benefited directly from WFP's capacity strengthening activities in several government institutions to combat food insecurity and malnutrition. The government is keen to know whether WFP's capacity strengthening activities are in line with national priorities and policies, and whether they are coordinated with the actions of other partners; whether they are coherent, effective, efficient, and sustainable; and whether they achieve the expected results. It is vital for the government to examine WFP's capabilities to assist them in achieving zero hunger in Lesotho. The government also seeks to determine if the WFP's strategy can be adjusted or enhanced. Particularly **Ministry of Education and Training**, would be interested in issues concerning handover of school feeding, and efforts to design, implement and monitor homegrown school feeding. The **Lesotho Meteorological Services** and **Disaster Management Authority** will be able to determine if the capacity efforts to strengthen early warning system and adaptive capacity of communities have been in line with the needs of the sector. The **Food and Nutrition Coordinating Office** and **Ministry of Agriculture and Food Security** will use the evaluation results to gauge whether the efforts made to strengthen coordination and implementation of multisectoral nutrition sensitive programmes were effective. The **Ministry of forestry, Range and Soil Conservation** might be interested in the synergies and links that might be available between other WFP capacity strengthening interventions and the public works programme. As such, the participation and perspectives of these ministries will be vital.
Beneficiaries	**Key informants and primary/secondary stakeholders -** As the ultimate recipients of improved services due to WFP capacity interventions, beneficiaries have a stake in determining whether WFP assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys, and girls from different groups will be determined and their respective perspectives will be sought. The WFP beneficiaries include the population in crisis, the population affected by recurrent shocks and who are chronically food insecure, school children, pregnant and lactating mothers, children under five years of age, farmers, and other actors in the value chain system. Government counterparts who have also received the capacity interventions are key beneficiaries whose perspectives will be sought and are interested in the outcomes of this evaluation.
United Nations country team (UNCT)	**Secondary stakeholder** - The harmonized action of the UNCT should contribute to the realization of the government's developmental objectives. The UNCT, therefore, has an interest in ensuring that WFP programmes are effective in contributing to the UN's concerted efforts. Various agencies such as FAO, United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Community Development Fund (UNCDF), United Nations Children's Fund (UNICEF), United Nations Populations Fund (UNFPA), IOM, Joint United Nations Programme (UNJP) on HIV/AIDS, International Fund Agricultural Development (IFAD) are also direct partners of WFP at policy and activity level.
Non-governmental organizations (NGOs)	**Key informants and primary stakeholder** - NGOs such as Lesotho Cross Society, World Vision International, Rural Self-help Development Association and Lesotho National Farmers Union are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation

	might affect future implementation modalities, strategic orientations, and partnerships. They will be involved in using evaluation findings and recommendation for programme implementation.
Donors	**Primary/secondary stakeholders** - WFP interventions are voluntarily funded by several donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes. Common donors include Adaptation Fund which has largely funded the adaptation initiative for a period of three years. World Bank through Smallholder Agriculture Development Project, Renewed Efforts Against Child Hunger, Unified Budget, Results and Accountability Framework, Strategic Resource Allocation Committee and European Civil Protection and Humanitarian Aid Operations have supported early warning and nutrition interventions. Japan and Government of Lesotho have largely funded school feeding. ECHO and the United States Agency for International Development (USAID) have been prominent in funding crisis response.
Private sector	**Key informants and primary stakeholder** – The private sector partnered with WFP for the implementation of some activities and have interest in funding some of the interventions. The results of the evaluation might affect future implementation modalities, and strategic partnerships. They will be involved in using evaluation findings for programme implementation and partnerships. Some of the private sector entities include the Standard Lesotho Bank (SLB), Vodacom Lesotho, First National Bank (FNB), National school feeding Management Agents (NMA) such as Ruella, TJ, and National University of Lesotho.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

29. The subject of the evaluation are the Country Capacity Strengthening activities implemented across strategic outcomes (SO2, SO3, SO4), through **Strengthening of social protection and early warning systems** (SO2), **Strengthening of coordination and implementation of multi-sectoral nutrition programmes** (SO3) and **Strengthening food systems for resilience** (SO4)**,** including **Crisis response** (SO1), which benefits from the capacity efforts from other SOs. The evaluation was commissioned by Country Office in July 2022 and will be completed in December 2023 as outlined in the detailed evaluation timeline, Annex 1.

30. The Lesotho hunger strategic review identified main issues to zero hunger, such as poor access to food due to high poverty rates. Most poor rural households (mainly households headed by women) significantly rely on agriculture and market purchases for food, yet they are faced with low employment opportunities, low earning informal and seasonal income strategies and as result struggle to meet the daily requirements for food intake. Due to extreme weather events, recurrent drought, and land degradation, the productive capacity of croplands and rangelands has reduced. High production costs have added to low yield. Malnutrition has remained a burden with high rates of stunting and micronutrient deficiencies.[25] Several evaluations in school feeding alluded to the potential of the school feeding programme in Lesotho to be a common platform for education, economic development, and social protection outcomes. However, there is need to support the Government to promote stronger coordination, more qualified partnerships, and commitment across sectors.

31. Informed by the Lesotho hunger strategic review of 2018 and several evaluations especially on school feeding and nutrition, WFP designed the CSP (2019-2024), with five strategic outcomes that guides the engagement of WFP Lesotho in supporting the Government's priorities towards the achievement of Sustainable Development Goals (SDG) 2 on zero hunger and SDG 17 partnerships for the goals. The CSP has five strategic outcomes whose activities are described below.

32. **Strategic outcome 1**: WFP targets women, men, girls, and boys affected by shocks, with the aim to support them to meet their basic food and nutrition needs during times of crisis, through cash and commodity vouchers. The delivery of assistance is in line with the locations and populations identified by the Lesotho vulnerability assessment committee as severely food insecure.

33. **Strategic outcome 2:** WFP is providing the Government with technical assistance in the planning and implementation of shock -responsive social protection programmes. This includes handing over the home-grown school feeding programme and strengthening the capacity of the government in early warning systems to inform social protection programmes and complementary interventions. In 2020, WFP handed over school feeding in primary schools to the Government and is providing technical assistance to the Ministry of Education for effective and efficient implementation of the home-grown school feeding programme.

34. **Strategic outcome 3:** aims to improve nutrition outcomes through the provision of technical assistance and advocacy for evidence-based nutrition interventions.

35. **Strategic outcome 4:** aims to build a resilient, efficient, and inclusive food system through the implementation of integrated interventions for climate change adaptation.

36. **Strategic outcome 5**: aims to ensure vulnerable communities benefit from WFP's supply chain and other services that improve the efficiency of development and humanitarian programmes for government and partners.

37. WFP works with Government ministries such as the Ministry of Education and Training (MoET), Lesotho Meteorological Services (LMS), Disaster Management Authority (DMA), Food and Nutrition Coordinating Office (FNCO), Ministry of Agriculture and Food Security (MAFS), Ministry of Forestry, Range

[25] Lesotho hunger strategic review, 2018

and Soil Conservation (MFRSC) and other partners such as UN agencies and NGO's. To achieve this, WFP is in the process of finalizing capacity strengthening strategies for these ministries to strengthen the national and district systems; therefore, the activities cover the entire country. The map of WFP operations in 2022, is attached as Annex 2.

38. As a step towards the development of the country capacity strengthening strategy, the country office received support from the WFP Headquarters in 2021 to map the existing capacity gaps and identify key actions within key Government partners such DMA, LMS, MoET, FNCO, and MFRSC. The strategy is not finalised and in the absence of the strategy, the CO provided several capacity strengthening interventions through a mixture of approaches in the form of technical, financial assistance, direct delivery, and knowledge sharing.

39. While a Theory of Change was not designed for the CSP, the logical framework was initially designed with four strategic outcomes and six integrated activities including key assumptions that perceive conducive conditions for the intervention to be successful. The line of sight and logical framework are attached as Annex 3 and Annex 4 respectively. The list of indicators monitored is attached as Annex 5, and the list of planned outcome/outputs versus the actual as Annex 6. Through three budget revisions, the fifth strategic outcome and two additional activities were added to the CSP, resulting in the budget increase from approximately US$ 110.7 million to approximately US$ 123.7 million with 43.65 percent of the requirements funded. A list of resources by donors is attached as Annex 7. The fourth budget revision (BR) which is ongoing is likely to increase the budget further.

40. In partnership with DMA, Ministry of Social Development (MSD), Food Management Unit (FMU), Standard Lesotho Bank and Vodacom Lesotho, WFP delivered assistance to around 583,000 vulnerable people (54 percent women) affected by shocks through cash-based transfers (CBT), in-kind and commodity vouchers. This constitutes 76 percent of the planned beneficiaries for assistance. Through the provision of school meals, WFP in collaboration with Ministry of Education and Training assisted the highest number (53,000) of pre- primary learners and 158,000 primary learners in 2019-2022.

Table 2: Transfer of food assistance by year and transfer modality during crisis response

		Transfer Modality and beneficiaries				Value of money and quantity of food transferred	
		Cash Based Transfer	Commodity Voucher	In-kind	Actual (CBT) US$	Actual (CV) US$	In-kind (MT)
2019	Female	35 597			2 650 388		
	Male	31 568					
	Total	**67 165**					
2020	Female	107 375		28 634	7 434 931		812
	Male	95 219		9 862			
	Total	**202 594**		**38 496**			
2021	Female	57 719	62 528		1 789 453	2 849 990	
	Male	51 183	55 450				
	Total	**108 902**	**117 978**				
2022	Female	10 454	14 647		622 370	547305	
	Male	9 271	14 098				
	Total	**19 725**	**28 745**				
Overall	Female	211 145	77 175	28 634	12 497 142	3397295	812
	Male	187 241	69 548	9 862			
	Total	**398 386**	**146 723**	**38 496**			

Table 3: Number of schoolchildren assisted by years

	Beneficiaries			Quantity of food delivered
		Pre-Primary pupil	Primary learners	In-kind (MT)
2019	Female	26 481	79 230	3 563
	Male	25 443	79 231	
	Total	**51 924**	**158 461**	
2020	Female	21 918	37 578	2 870
	Male	21 059	37 579	
	Total	**42 977**	**75 157**	
2021	Female	26 957	0	652
	Male	25 899	0	
	Total	**52 856**	**0**	
2022	Female	28 231	0	717
	Male	24 835	0	
	Total	**53 066**	**0**	
Overall	Female	-	-	7 802
	Male	-	-	
	Total	**-**	**-**	

41. In 2020, WFP handed over to the Government the implementation of the primary school feeding and has remained an important technical partner in school feeding. Through several agreements signed between the WFP and MoET, WFP provides technical assistance to national school feeding and implements pre-primary feeding programmes through a clear action plan. This also follows the 2018 national school feeding programme evaluation which recommended several capacity interventions by WFP to national school feeding. Among others, WFP had to a) support the MoET to capacitate the school self-reliance feeding unit to function as a secretariate and activate multi-sector advisory board to expand resource mobilisation and efficiency; b) decentralize the school feeding elements though capacitating the school principals and school feeding committees to introduce budgets for rural schools and recruit cooks locally; and c) introduce a national monitoring and accountability framework.

42. WFP piloted the electric pressure cooker (EPC) project in five pre-schools in Maseru district to assess its use to displace biomass energy cooking systems from the school feeding programme. The findings from the pilot will be leveraged to advocate for government and private sector investment in its expansion plan. WFP collaborated with MAFS through the Department of Nutrition and Home Economics and the Ministry of Education through ECCD and the school feeding unit to undertake food trials on different dishes prepared in ECCDs, which led to the compilation and development of a cookbook to support pre-school cooks.

43. Through the support of ECHO and Adaptation Fund among others, WFP has been supporting the Government technically and financially to strengthen the capacity of national systems in preparedness and response for emergencies. Key disaster risk reduction (DRR) policy documents that included Disaster Risk Reduction and Management Bill, DRR strategy, early warning strategy, manual, plan, and standard operating procedures (SOPs) were updated. Through regional urban preparedness project that intends to strengthen the level of emergency preparedness in urban areas, WFP supported DMA to map key urban stakeholders and provided an understanding of urban dynamics, systems, vulnerabilities, needs, institutional arrangements and strategic needs. The SOPs for coordination, vulnerability analysis and transfer modalities are the important aspects of this intervention.

44. As the technical member of the Lesotho Vulnerability Assessment Committee (LVAC) and co-chair of United Nations Disaster Risk Management Team, WFP worked closely with DMA to help generate evidence to inform the food security and nutrition programming. Financial and technical expertise were provided in conducting the vulnerability assessments that identified the key drivers to food insecurity and nutrition and

estimate number of food insecure population. To improve the adaptive capacity, WFP through the Adaptation Fund supported the Lesotho Meteorological Services to generate seasonal forecasts and seasonal outlooks using enhanced data and tools such as the Python Predictability Tool (PyCPT).

45. WFP provided technical and financial support to the Government through FNCO and other actors in multi-sectoral coordination, planning, evidence-building and implementation of nutrition policies and programmes. As part of strengthening evidence, WFP supported Government to conduct the Fill the Nutrient Gap analysis which provided information on the nutrition situation in Lesotho and identified barriers faced by the most vulnerable to access and consume healthy and nutritious foods. In addition, support was provided to the Government to conduct a formative qualitative research survey, which engaged government departments, NGOs, and local communities (women and adolescent girls, men, elderly, youth, community leaders) to explore knowledge, attitudes, perceptions, and practices about nutrition in Lesotho.

46. To support the Government in the implementation and to promote nutritious choices among all age groups; WFP provided technical and financial support to FNCO to develop the advocacy, social and behaviour change communication strategy on nutrition.

47. Through Adaptation Fund project, WFP supported the development and finalization of the National Climate Change Communication Strategy. Targeted messages on climate change integrating different thematic areas such as nutrition, health, energy, water, and agriculture were finalised. The strategy also profiled key audiences and different approaches to facilitate its implementation.

48. WFP signed a memorandum of understanding with MFRSC and LMS on strengthening community resilience and adaptation plans to climate change. WFP worked with the MFRSC to initiate the national public work guidelines that included gender, nutrition, and shock responsiveness elements to advance women's standing. WFP gathered data in the community planning exercises for developing vulnerability maps on the prevailing hazards to inform programme implementation. WFP developed and distributed the seasonal livelihoods planning calendars to assist local councils with planning for vulnerabilities during times of shocks.

49. WFP collaborated with the Department of Marketing from the Ministry of Agriculture and facilitated market access for smallholder groups. This was achieved through the design of the ToR for the revival of the local purchases task team to identify and develop the capacity of potential suppliers to supply formal markets in the country. In liaison with the Department of Marketing, WFP held a national market linkage forum to bring together buyers and producers to explore market opportunities and facilitating market development for smallholder farmers. As support to the Ministry of Agriculture and Food Security, WFP conducted an in-depth analysis on post-harvest losses for cereals, pulses, fruits, and vegetables including root and tuber vegetables, to establish the rate of losses and to recommend remedial/post-harvest management technologies.

Table 4: Outputs reached under capacity strengthening interventions

SO2: 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									
	2019			**2020**			**2021**		
	Unit	**Plan**	**Actual**	**Unit**	**Plan**	**Actual**	**Unit**	**Plan**	**Actual**
Number of government/national partner staff receiving technical assistance and training	Individual	24	15	Individual	24	2	Individual	24	38
Number of technical assistance activities provided	Unit	6	3	Unit	6	1	Unit	6	5
Number of training sessions/workshop organized	Training session	12	1	Unit	0	0	Unit	0	0

Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number	1	0	Number	1	0	Number	1	0
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									

	2019			2020			2021		
	Unit	**Plan**	**Actual**	**Unit**	**Plan**	**Actual**	**Unit**	**Plan**	**Actual**
Number of government/national partner staff receiving technical assistance and training	Individual	15	6	Individual	410	1 049	Individual	410	32
Number of training sessions/workshop organized	Training session	2	1	Training session	3	8	Training sessions	7	7
Number of technical assistance activities provided	Unit	0	0	Unit	0	0	Unit	5	4
Number of tools or products developed	Unit	0	0	Unit	0	0	Unit	3	2
USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support	USD	0	0	USD	0	0	USD	30,000	0
Number of assessments conducted	Assessment	2	2	Assessment	3	9			
Percentage of tools developed or reviewed to strengthen national capacities for forecast based anticipatory action	%	0	0	%	0	0	%	25	0
SO3: 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									

	2019			2020			2021		
	Unit	**Plan**	**Actual**	**Unit**	**Plan**	**Actual**	**Unit**	**Plan**	**Actual**
Number of government/national partner staff receiving technical assistance and training	Individual	50	40	Individual	50	50	Individual	50	50
Number of training sessions/workshop organized	Training session	3	4	Training session	6	5		5	5
Number of technical assistance activities provided	Unit	5	5	Unit	5	4		5	5
Number of tools or products developed	Unit	3	4	Unit	3	2		2	3
SO4: Communities in targeted areas, especially women and youth, have resilient, efficient and inclusive food systems by 2024									
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									

	2019			2020			2021		
	Unit	Plan	Actual	Unit	Plan	Actual	Unit	Plan	Actual
Number of government/national partner staff receiving technical assistance and training	Individual	150	123	Individual	500	150		500	224
Number of technical assistance activities provided	Unit	3	2	Unit	6	2		6	2
Number of tools or products developed	Unit	2	3	Unit	4	1	Unit	3	1

3.2. SCOPE OF THE EVALUATION

50. The evaluation will cover several interventions under SO2, SO3, SO4 where capacity strengthening is embedded in school feeding, early warning, nutrition support, and food systems for resilience. Although crisis response (SO1) does not carry any capacity strengthening activities, it provides a platform to understand the Government and its partners' capacity to lead during emergencies. SO5 will not form part of the scope because the activities under this SO include service delivery to Government and its partners without any specific focus on capacity strengthening.

51. The capacity efforts are geared towards the national and local systems, including and those supported through the Adaptation Fund, and have specific focus in the southern districts (Mafeteng, Mohale's Hoek and Quoting). The scope of evaluation will, therefore, cover national level and 10 districts including local levels with specific focus on three southern districts. The target groups will include government stakeholders from national to local levels including partners and beneficiaries. The inception period will establish and confirm appropriate sampling frames, sampling strategy and survey instruments for this evaluation, ensuring that all data collected and analysed is disaggregated by sex. The evaluation will ensure the integration of gender and inclusion issues regarding the capacity strengthening approach and interventions supported by WFP in Lesotho. The evaluation will cover technical and financial assistance activities implemented during the period June 2019 to December 2022. The design, implementation, management, monitoring and evaluation (M&E), and reporting for the components in each of the SOs are to be covered in this evaluation.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

52. The evaluation will address the key questions presented in Table 5. The questions will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the evaluation questions aim to draw the key lessons and performance of the Lesotho capacity strengthening activities with a view to inform future strategic and operational decisions.

53. The evaluation should analyze how gender, equity, and wider inclusion objectives and the Gender Equality and Women Empowerment (GEWE) mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity, and wider inclusion dimensions should be integrated into all the evaluation criteria as appropriate.

54. The relevance, coherence, effectiveness, efficiency, sustainability, and changes realised by the WFP CCS activities in the Lesotho CSP should be analysed using WFP's corporate CCS Framework in Annex 8, across five pathways and three domains. The five pathways are:

a. Policies and legislation

b. Institutional effectiveness and accountability

c. Strategic planning and financing

d. Stakeholder programme design, delivery, and monitoring and evaluation (M&E)

e. Engagement and participation of community including women/men, people of different ages, and physical ability, as well as civil society and private sector.

55. The three domains are:

a. Enabling environment (supportive laws, policies, strategies, and procedures)

b. Organizational domain (well-functioning organizations)

c. Individual domain (educated, skilled people).

Table 5: Evaluation questions and criteria

Evaluation questions		Criteria
		Relevance
1	To what extent are the capacity strengthening initiatives relevant to the Government priorities and needs of the most vulnerable groups (men and women, boys, and girls) and the disabled and marginalized groups in Lesotho?	Relevance / Appropriateness
2.	To what extent was the design of capacity strengthening initiatives based on a sound gender analysis?	Relevance / Appropriateness
3.	To what extent was the design and implementation of the capacity strengthening interventions gender sensitive i.e., considered gender equality and women empowerment issues?	Relevance / Appropriateness
4.	To what extent was the design of capacity strengthening initiatives informed by environmental risk analysis?	Relevance / Appropriateness
		Coherence
5.	To what extent were the capacity strengthening initiatives coherent with policies and programmes of the Government and other relevant interventions of other actors in Lesotho?	Coherence
6.	To what extent are the design and delivery of capacity strengthening initiatives in line with WFP's country capacity strengthening framework?	Coherence
7.	To what extent are the design and delivery of capacity strengthening initiatives in line with humanitarian principles?	Coherence
8.	What have been the synergies between the different capacity strengthening interventions being evaluated?	Coherence
		Effectiveness

9.	To what extent is WFP's capacity strengthening interventions contributing to the achievement of SDG2 and SDG 17?	Effectiveness
10.	To what extent has WFP enhanced the government's capacity to achieve zero hunger and effectively respond to emergencies in the following areas: • Policies and legislation • Institutional effectiveness and accountability • Strategic planning and financing • Stakeholder programme design, delivery, and M&E • Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, civil society, and private sector	Effectiveness
11.	To what extent has the WFP support built the capacity of local government institutions, communities, and other partners?	Effectiveness
12.	To what extent have the targeted outputs, outcomes, and strategic results of the capacity strengthening activities been achieved?	Effectiveness
13.	What were the main factors (internal and external) influencing the achievement and non-achievement of the capacity strengthening objectives? • Resource mobilisation • Partnerships and collaboration • Quality of assessment and analysis • WFP capacity • Other	Effectiveness
14.	How effective has WFP been in ensuring and promoting gender equality and women's empowerment in country capacity strengthening work?	Effectiveness
		Efficiency
15.	Was the provision of technical assistance to government intervention efficiently implemented (specifically cost effectiveness/value for money/timeliness)?	Efficiency
16.	What lessons, regarding ensuring value for money, are emerging from different capacity strengthening approaches?	Efficiency
		Sustainability
17.	To what extent are the benefits of the WFP capacity strengthening programmes sustainable i.e., continuing, or likely to continue after the WFP interventions cease?	Sustainability

18.	To what extent and how, could the capacity strengthening initiatives be replicated elsewhere?	Sustainability/Scalability

56. While the evaluation will not be able to look into the impact of the capacity strengthening initiatives due to the short implementation period, the analysis will address key questions on: -

i. What changes have the programmes made on the targeted beneficiaries (including specifically the most vulnerable groups)? Their households? How did the programme change their lives and livelihoods?

ii. What were the gender specific changes realised due to WFP capacity strengthening interventions?

iii. What has been the benefits or changes realised by the public and private institutions due to the technical assistance to the Government of Lesotho?

4.2. EVALUATION APPROACH AND METHODOLOGY

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

a. Employ the relevant evaluation criteria of relevance/appropriateness, coherence, effectiveness, efficiency, and sustainability.

b. Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints.

c. Use mixed methods (quantitative and qualitative) to ensure triangulation of information through a variety of means. Qualitative and quantitative data collection and analyses should be conducted to answer the evaluation questions.

d. Demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information from different primary and secondary data sources.

e. Use mixed methods, and ensure that women, girls, men, and boys from different stakeholder groups participate and that their different voices are heard and considered.

f. Consider WFP's approach to protection and accountability to affected populations (AAP) as per WFP's Policy on Humanitarian Protection and WFP strategy on AAP.

g. Use capacity strengthening assessment tools such as the Kirkpatrick Model (as an example) to evaluate and analyze the results of educational, training and learning programmes. These models help to understand the change in behavior of institutions and individuals because of the training and capacity strengthening efforts and to assess how the recipients have applied their training. This will inform the design of questionnaires to be used to interview training participants and managers in relevant Government institutions.

58. The methodology chosen should: -

a. Demonstrate attention to impartiality and reduction of bias by using mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources.

b. Systematically triangulate across evaluators, and across methods, including documents from different sources, a range of stakeholder groups, including beneficiaries, and direct observations in different locations, etc.

c. Consider any challenges to data availability, validity, or reliability, as well as any budget and timing constraints.

d. Be sensitive in terms of GEWE, equity, and inclusion, by ensuring that voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) are included in the evaluation.

e. Ensure that the primary data collected is disaggregated by sex and age and an explanation should be provided if this is not possible.

59. The evaluation methodology, sampling frame and data analysis should be gender-responsive and seek to fully address the diversity of stakeholders affected by the intervention particularly the most vulnerable.

60. The evaluation team should have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways prior to fieldwork. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork will be too late.

61. The evaluation team should pre-test the data collection tools to ensure that the data and information gathered can be used to fully address all the questions, the gender equity issues, and allow triangulation.

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

63. The evaluation should analyze how gender, equity, and wider inclusion objectives and the GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity, and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate

64. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods should be consolidated in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview, observation guides, survey questionnaires, etc).

65. Noting WFP's commitment to core humanitarian principles of humanity, neutrality, impartiality and operational independence, the evaluation team should ensure that the approach and methodology proposed as well as the actual implementation of the evaluation adheres to these principles within the context of Lesotho and the subject under evaluation.

66. The evaluation must conform to the United Nations Evaluation Group (UNEG) ethical guidelines for evaluation which include but are not limited to; ensuring informed consent, protecting privacy, confidentiality, and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

67. The following **mechanisms for independence and impartiality** will be employed:

a. The Evaluation Manager will provide the evaluators with access to key informants and all relevant available internal data (as per WFP Directive on information disclosure).

b. The Evaluation Manager will ensure that the evaluation is implemented as per design. If challenges arise during the field mission, adjustments will be made ensuring that those do not undermine impartiality.

c. The evaluator team has the total freedom to conduct their evaluative work without interference or fear for their career.

d. The evaluation team should make independent decisions about site sampling and selection of key informants to interviews.

e. The evaluation team should ensure that WFP staff responsible for the design or implementation of the subject of the evaluation do not attend interviews with other stakeholders.

f. The Evaluation Manager was appointed from Regional Bureau Office and has not been involved in the implementation of the programme. In addition, one Country Office staff from M&E unit was appointed as focal person for the evaluation.

g. An internal evaluation committee (EC) chaired by the WFP Lesotho Country Director will be appointed and involved through all the evaluation phases to oversee the evaluation process, make key decisions, and review evaluation products prior to submitting to the Chair for approval.

h. An Evaluation Reference Group (ERG) comprising of internal and external stakeholders will provide, in an advisory manner, inputs to the evaluation process and comment on the products and prevent against bias and influence. The ERG will also exercise oversight over the evaluation methodology.

68. The following **potential risks** to the methodology have been identified:

Table 6: Analysis of Potential Risks

Potential Risk	Underlying causes	Effects	Mitigation actions
1. Secondary data sources not reliable for some indicators	Different organizations use different methodology for collecting data	If these are left out of the primary data collection, the evaluation report will be less reliable OR incomplete	Evaluation team to spend some time during inception assessing reliability of the secondary data sources. The result will help inform indicators to be included in primary data collection and the ones to be addressed from secondary sources.
2. Data Availability	Inadequate monitoring, tracking, and reporting	Lack of data especially on outputs and outcomes may hamper the assessment of the effectiveness of CCS support and the achievement of intended results.	The evaluation team will explore different data sources both primary and secondary to address any identified data gaps and to ensure triangulation of findings.
3. Difficulties in getting access to relevant institutional partners and representatives	The nature of government ministries is such that different departments are relevant for different aspects of the program. Not everyone from a ministry will necessarily be relevant for all topics.	The contribution of the institutions is limited if the right persons are not engaged	Deepen the stakeholder analysis and identify relevant representatives from different institutions/ministries. When inviting stakeholders for forums/sessions through the ERG, be specific on what the topic is and what inputs are expected so that institutions can identify the most relevant persons.
4. Political transition	Following the October 2022 elections, a new Government has been reinstated which is likely to result in changes in key high level Government positions	The ownership of the findings and recommendation might be limited if the key high-level positions are not well informed	The evaluation manager will liaise with the key people with permanent positions such as directors, deputy principal secretaries for regular updates. Some of these stakeholders are in the Evaluation Reference Group.

69. The evaluation team will need to expand on the methodology presented in the ToR and develop a detailed evaluation matrix in the inception report.

4.3. EVALUABILITY ASSESSMENT

70. The WFP Lesotho CO will provide the evaluation team with the programme planning documents which include the needs-based plan, the logic framework, memorandum of understanding, field level agreements (FLAs), the monitoring reports such as process monitoring, follow up surveys, annual country reports from 2019 to 2022, output level data and the monitoring data sets and available outcome level data for the interventions. Disaggregated data on gender and age captured through output and outcome monitoring including cross cutting programme results will be made available to the evaluation team through the Country Office Tool for Managing (programme operations) Effectively (COMET) and other reports.

71. The baseline report is based on outcome indicators where the description of the national emergency prepared capacity levels is available. The analysis of the capacity needs mapping which was used as the entry point for capacity strategy serves as the baseline for national capacity levels on school feeding, early warning, and nutrition. The output data on technical assistance interventions will also be availed to the evaluation team. Refer to Annex 9 for main sources of information and data.

72. During the inception phase, the Lesotho CO and the evaluation team will agree on a data collection strategy that minimizes duplications and promotes efficiency and completeness. The CO will share the M&E plan with the evaluation team and have a discussion on data availability. This will provide clarity on what data can be drawn from the existing M&E system for the programme and what additional data will need to be collected during each of the evaluation processes. A list of outcome indicators including but not limited to those identified in the logical frameworks for the interventions being evaluated will be finalized during inception.

73. The evaluation team should gather data from beneficiaries, partners, and government institutions. The availability and quality the data cannot be assured by WFP. The evaluation team is expected to formulate a strategy to collect information and check its reliability. The strategy must be documented for future reference.

74. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality, and gaps, expanding on the information provided in Section 4.3. This assessment will inform data collection and the choice of evaluation methods. During the reporting phase, the evaluation team will need to systematically check the accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. ETHICAL CONSIDERATIONS

75. The evaluation must conform to UNEG ethical guidelines for evaluation. Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups,) and ensuring that the evaluation results do no harm to respondents or their communities.

76. The evaluation team will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

77. The evaluation team and evaluation manager should not have been involved in the design, implementation or monitoring of the WFP capacity strengthening activities in Lesotho nor have any other potential or perceived conflicts of interest. All members of the evaluation team should abide by the 2020 UNEG Ethical Guidelines, including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the Country Office upon signing the contract.

78. The evaluation team is expected to specify how ethics can be ensured at all stages of the evaluation, including seeking appropriate ethical clearances (institution and local) for the design prior to going to the field.

4.5. QUALITY ASSURANCE

79. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of Quality Assurance Checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on the quality of each of the evaluation products. The relevant checklist will be applied at each stage, to ensure quality of the evaluation process and outputs.

80. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

81. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

82. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations on how to improve the quality of products.

83. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the UNEG norms and standards,[1] a rationale should be provided for comments that the team does not consider when finalizing the report.

84. 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.

85. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the WFP Directive CP2010/001 on information disclosure.

86. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

87. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

88. Table 7 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 1 presents a more detailed timeline.

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

Table 7: Summary timeline - key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	27/07/2022 – 09/06/2023	Preparation of ToR Selection of the evaluation team & contracting Document review	Evaluation manager
2. Inception	12/06/2023 - 22/08/2023	Inception mission Comments process Inception report	Evaluation Team
3. Data collection	28/08/2023 - 18/09/2023	Fieldwork Exit debriefing including PowerPoint presentation on preliminary findings	Evaluation Team
4. Reporting	19/09/2023 - 06/12/2023	Data analysis and report drafting Comments process Evaluation report 4–6-page brief including main findings, conclusions, and recommendations Clean quantitative datasets Learning workshop including PowerPoint presentation of main findings and conclusions for debriefing and dissemination purpose	Evaluation Team
5. Dissemination and follow-up	07/12/2023 - 09/02/2024	Management response Dissemination of the evaluation report	EC Chair/ EM

5.2. EVALUATION TEAM COMPOSITION

89. The evaluation team is expected to have **three members**, including an international team leader and two national evaluators. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach, and methodology sections of the ToR. At least one team member should have WFP experience.

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

- Disaster Risk Reduction and Early Warning Systems
- Nutrition and Food Security
- Statistics / quantitative methods
- Qualitative methods
- Capacity development and strengthening activities
- Food systems
- Resilience

91. Collectively the evaluation team should have good research design and implementation expertise and the capacity to conduct an independent and quality evaluation. In addition to the technical expertise and experience noted above, the team should collectively have:

a. Good knowledge of gender, equity, and wider inclusion issues.
b. Excellent understanding of the national/regional context, and particularly new and emerging policy directions in a middle-income country.
c. A deep understanding of capacity strengthening programmes.
d. A sound understanding of the UN system and its approach to working with national governments.
e. High degree of professionalism and ability to systematically follow guidelines.
f. Good presentation skills.
g. Proven ability to produce reports or publications in English.
h. All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with Lesotho.

92. The evaluation team should have good knowledge of English. Some of the team members must be fluent in the local language Sesotho (verbal and written). The expected language of the evaluation report is English.

93. The team leader must have at least 10 years of relevant experience in institutional capacity strengthening of governments and expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he must also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis, and presentation skills. Her/his primary responsibilities should be: a) defining the evaluation approach and methodology; b) guiding and managing the team; c) leading the evaluation mission and representing the evaluation team; and d) drafting and revising, as required, the inception report, the end of fieldwork (i.e., exit) debriefing presentation and the evaluation report in line with DEQAS.

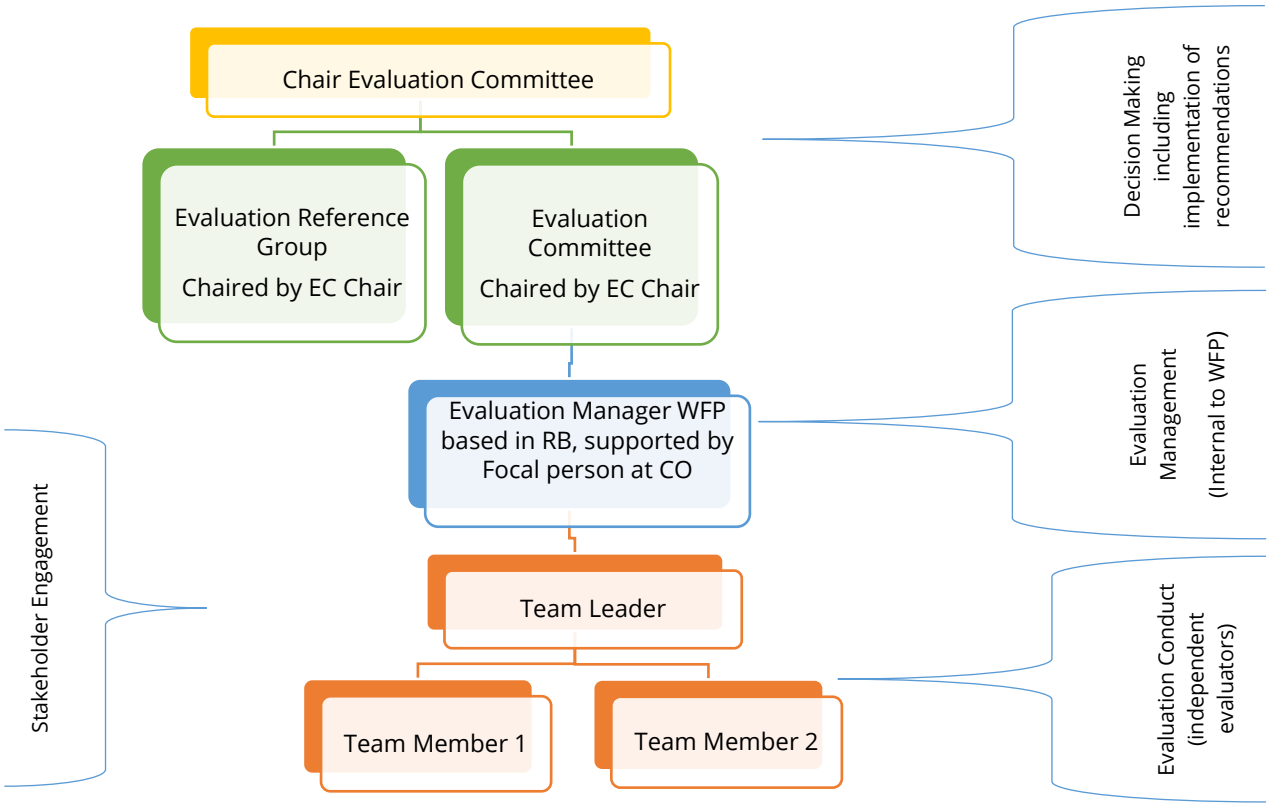
94. Team members will: a) contribute to the methodology in their area of expertise based on a document review; b) conduct fieldwork c) participate in team meetings and meetings with stakeholders; and d) contribute to the drafting and revision of the evaluation products in their technical area(s).

95. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Lindiwe Kwidini, the Evaluation Manager.

5.3. GOVERNANCE AND MANAGEMENT OF THE EVALUATION

96. This evaluation, will be managed by WFP, applying WFP evaluation management processes, systems, and tools. The governance mechanisms for the evaluation comprises of an evaluation committee (EC) and a reference group as outlined in the paragraphs below. At the technical level, the reference group will provide subject matter expertise in an advisory capacity while the evaluation committee will oversee the management of the process. The chair of the EC will keep the senior management informed through determined platforms.

97. To ensure independence and impartiality the evaluation shall be managed and overseen by the structures in the figure below:



98. The evaluation manager from WFP, working together with the evaluation committee members ensures that the appropriate safeguards for impartiality and independence are applied throughout the process. The WFP regional evaluation unit will provide additional support to the management process as required.

5.4. ROLES AND RESPONSIBILITIES

99. The WFP Lesotho **Country office management (Country Director)** will take the responsibility to:

- Assign an evaluation manager for the evaluation.
- Compose the evaluation steering committee and the evaluation reference group (see Annex 10 and Annex 11).
- Approve the final ToR, inception and evaluation reports.
- Approve the evaluation team selection.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team.
- Organize and participate in two separate debriefings, one internal and one with external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

100. The Evaluation Manager will manage the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group meetings; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation

reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.

101. The **evaluation committee (EC)** comprising key management and technical teams from WFP is formed to help ensure the independence and impartiality of the evaluation, an evaluation committee will be appointed and involved through all the evaluation phases. The EC is responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products submitted to the Chair of the Evaluation Committee for approval. Annex 10 provides further information on the composition of the evaluation committee.

102. An **evaluation reference group (ERG)** is formed as an advisory body with representation from the development partners, including the FAO, and ministries from government of Lesotho, LRCS, LMS, DMA, MoAF, MoET among others. Annex 11 provides more details on the evaluation reference group. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants to contribute to the relevance, impartiality, and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.

103. The **regional bureau** will take the responsibility to:

- Advise the evaluation manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft ToR, inception, and evaluation reports.
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

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

105. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, and partner UN agencies)** will form part of the Evaluation Reference Group as external members of the evaluation reference group as outlined in Annex 11 and will form part of the key informants during the data collection phase. The key stakeholders include representatives from the ministries of agriculture and fisheries, education, health at national, provincial and district levels as relevant, UNICEF, UNHCR and World Vision. In addition, these stakeholders will comment on all the draft evaluation products (terms of reference, inception report and evaluation report).

106. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the evaluation manager and evaluation team when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the Regional Evaluation Officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.5. SECURITY CONSIDERATIONS

107. **Security clearance** where required is to be obtained from the Lesotho CO.

108. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.

109. To avoid any security incidents, the Evaluation Managers 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 team members observe applicable United Nations security rules and regulations – e.g., curfews etc.
- The evaluation manager needs to be aware of the situation in the country or any civil unrest and inform the evaluation team.

5.6. COMMUNICATION

110. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. This includes:

a. Communicating the rationale for the evaluation design decisions (sampling, methodology, tools) in the inception report.

b. Ensuring a detailed evaluation schedule is communicated to stakeholders before field work starts, and it is annexed to the inception report.

c. Sharing a brief PowerPoint presentation prior to all internal and external debriefings to enable stakeholders joining the briefings remotely to follow the discussions.

d. Including in the final report, the list of people interviewed, as appropriate (bearing in mind confidentiality and protection issues highlighted in section 4.4 above).

e. Systematically considering all stakeholder feedback when finalizing the evaluation report, and transparently providing a rationale for the feedback that was not used.

111. Should translators be required for fieldwork, the evaluation firm should make arrangements, and include the cost in the budget proposal.

112. Based on the stakeholder analysis, the draft communication and knowledge management plan (in Annex 12) identifies the intended users of the evaluation, stakeholders to involve in the evaluation process and to whom the report should be disseminated for use in decision making, programme design and implementation. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.

113. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. Following the approval of the final evaluation report, the evaluation team will produce two 2-4 pages evaluation briefs containing key messages, main findings, conclusions, implications, or recommendations. The brief will be distributed to a wider internal and external audience using appropriate corporate channels.

114. WFP reserves the right to engage with the evaluation team to participate in conferences and other events to present the results of the evaluation. Such engagements will be agreed on ad hoc basis and are subject to budget availability. WFP will organize one learning workshop after the results of the evaluation are made available to ensure wide dissemination to all stakeholders and to inform the CSP visioning workshop tentatively planned to take place sometime mid-2023. The team leader will be called upon to present the evaluation results during the learning workshop. The details will be provided in a communication and knowledge management plan that will be further developed by the evaluation manager jointly with the team leader during the inception phase.

5.7. BUDGET

115. The actual budget will be determined by the level of expertise and experience of the evaluation team members to be recruited through a Long-Term Agreement (LTA) firm. The LTA firm should use the proposal template for the provision of decentralized evaluation services, when submitting a technical proposal.

116. The offer by the LTA firm will include a detailed budget for the evaluation, including consultant fees and all costs associated with the three evaluation team members (their time, etc.), travel costs and other costs (vehicle hires, per diem, communications, interpreters, etc.). In country road travel for the evaluation team shall be arranged by the evaluation team. Further, costs associated with field-based data collection should also be included in the budget. This may include but not be limited to the hiring of enumerators, fees associated with training enumerators (hall rental, lunch money, etc.), fees associated with hiring space in the districts for meetings with local officials and focus group discussions, etc.

117. The budget should include the organization of a validation workshop which will specifically focus on WFP staff and participation of the evaluation team leader in a dissemination workshop. Whether those will require travel or be conducted online will be determined during the inception phase.

118. ***Disclaimer:*** The final decision to proceed with the final evaluation will be dependent on the availability of funding for this evaluation.

119. Please send queries to:

i. Lindiwe Kwidini, WFP Evaluation Manager at Lindiwe.Kwidini@wfp.org

ii. Jean Providence Nzabonimpa, WFP Regional Evaluation Officer at Jeanprovidence.Nzabonimpa@wfp.org

Annexes

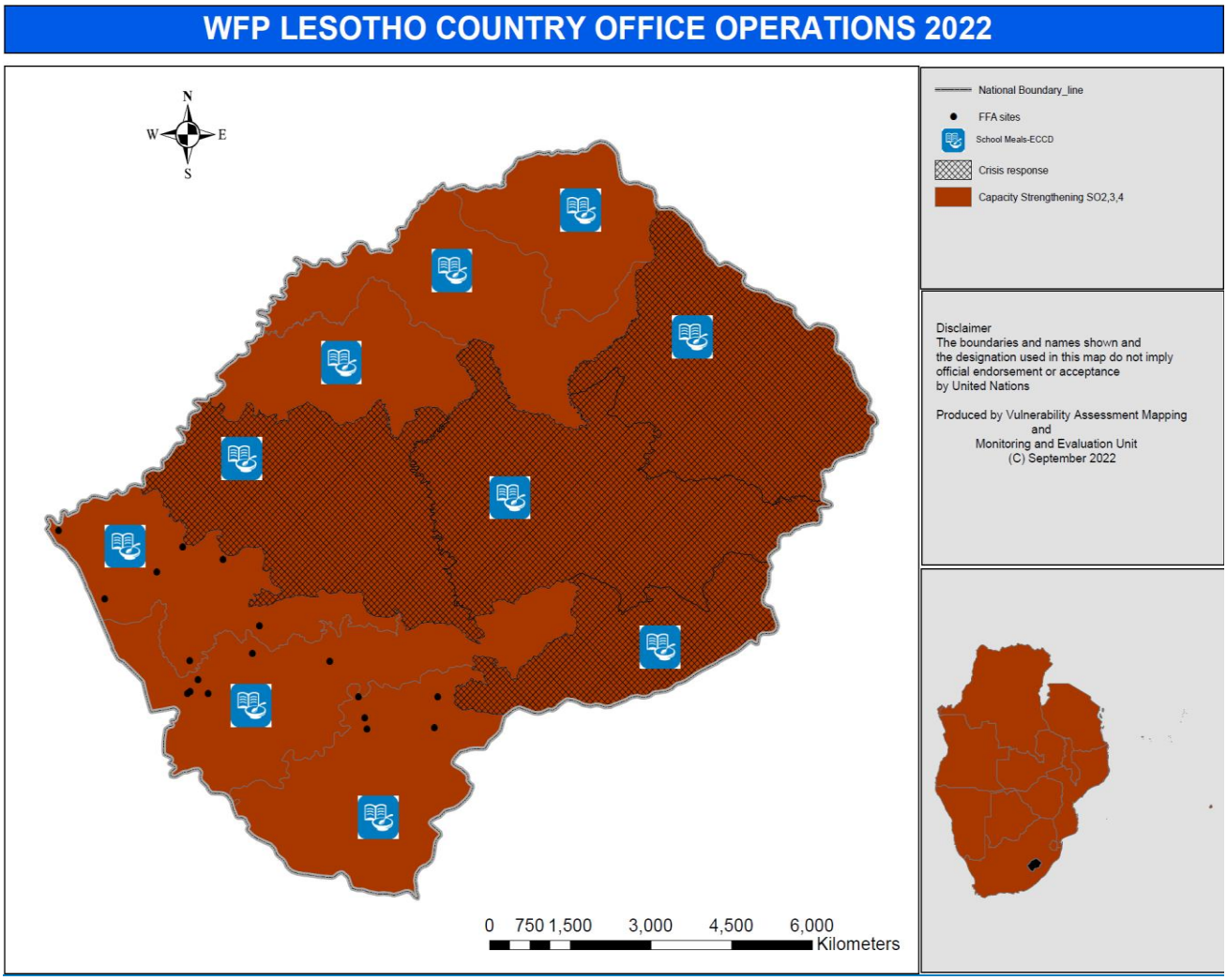
Annex 1: Detailed Evaluation Timeline

	Phases, deliverables, and timeline	Key dates
Phase 1 - Preparation		**Up to 9 weeks**
EM	1. Desk review, draft ToR, and quality assurance (QA) by EM and REO using ToR QC	27/07/2022 – 03/10/2022
EM	2. Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	06/10/2022 – 19/10/2022
EM	3. Review draft ToR based on DEQS and REO feedback and share with ERG	20/10/2022 – 02/11/2022
ERG	4. Review and comment on draft ToR	11/11/2022 – 17/11/2022
EM	5. Review draft ToR based on comments received and submit final ToR to EC Chair	18/11/2022 – 23/11/2022
EC Chair	**6. Approve the final ToR and share with ERG and key stakeholders and with LTA firms**	**27/12/2022**
EM	7. Assess evaluation proposals and recommends team selection	14/03/2023 – 17/03/2023
EC Chair	**8. Approve evaluation team selection and recruitment of evaluation team**	**21/03/2023 – 09/06/2023**
Phase 2 - Inception		**Up to 7 weeks**
EM/TL	9. Brief core team	12/06/2023
ET	10. Desk review of key documents (including remote inception mission)	13/06/2023 19/06/2023–
ET	11. Draft inception report	20/06/2023 – 26/06/2023
EM	12. Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	27/06/2023 – 05/07/2023
ET	13. Review draft IR based on feedback received by DEQS, EM and REO	06/07/2023 – 12/07/2023
EM	14. Share and present revised IR with ERG	13/07/2023
ERG	15. Review and comment on draft IR	14/07/2023 – 27/07/2023
EM	16. Consolidate comments	28/07/2023
ET	17. Review draft IR based on feedback received from stakeholders and submit revised IR (Draft 3)	31/07/2023 – 06/08/2023
EM/REU	18. Review Draft 3 IR with regard to how ET addressed stakeholder comments, noting that the	07/08/2023 – 08/08/2023

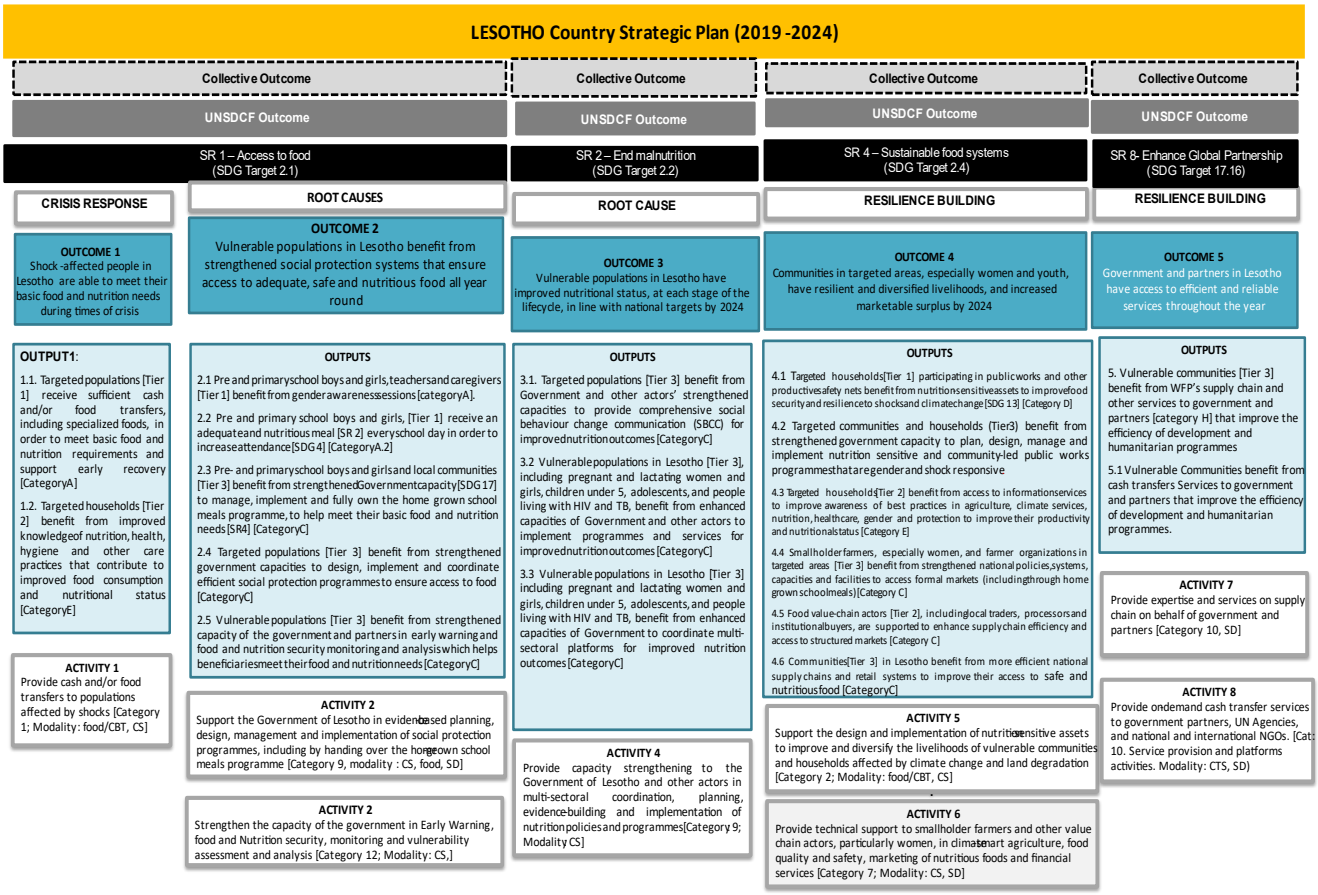
TL	19. ET to address any outstanding stakeholder comments and submit the final IR to the EM.	09/08/2023 – 13/08/2023
EM	20. Submit to the evaluation committee for approval	14/08/2023
EC Chair	**21. Approve final IR and share with ERG for information**	**15/08/2023 – 22/08/2023**
Phase 3 – Data collection		**Up to 3 weeks**
EC Chair/ EM	22. Brief the evaluation team at CO, enumerator training and preparations for data collection	23/08/2023 – 27/08/2023
ET	**23. Data collection**	**28/08/2023 – 17/09/2023**
ET	**24. In-country debriefing (s) internal and external**	**18/09/2023**
Phase 4 – Analysis and Reporting		**Up to 11 weeks**
ET	25. Conduct detailed data analysis and draft the evaluation report	19/09/2023 – 15/10/2023
EM, REU	26. Quality assurance of draft 1 ER by EM and REU using the QC, share draft ER with quality support service (DEQS) for review which takes six working days.	16/10/2023 – 24/10/2023
EM/REU/ET	27. EM to organize mandatory follow-up call with DEQS (EM, REU and ET to participate in the follow up call)	25/10/2023 – 27/10/2023
ET	28. Review and submit draft 2 ER based on feedback received by DEQS, EM and REU. The draft 4–6-page brief will also be submitted to the EM for review.	28/10/2023 – 05/11/2023
EM	29. Circulate draft 2 ER for review and comments to ERG, RB, and other stakeholders, present the draft findings to ERG (internal and external)	06/11/2023
ERG	30. Review and comment on draft ER	07/11/2023 – 17/11/2023
EM	31. Consolidate comments on draft ER and draft 4–6-page evaluation brief with Team Leader	18/11/2023 – 22/11/2023
ET	32. Review draft 2 ER and draft 4–6-page brief based on feedback received and submit draft 3/ revised ER and final 4–6-page brief (including main findings, conclusions, and recommendations)	23/11/2023 – 28/11/2023
EM/REU	33. Review draft 3/ revised ER and share any outstanding stakeholder comments with evaluation TL	29/11/2023 – 01/12/2023
ET	34. Address any outstanding stakeholder comments and submit final ER and to Evaluation Manager. Note: Clean datasets to be submitted together with final evaluation report	02/12/2023 – 05/12/2023
EM	35. Submit final ER to the evaluation committee for approval	06/12/2023
EC Chair	**36. Approve final evaluation report and share with key stakeholders for information**	**07/12/2023 – 13/12/2023**
TL / ET/ EM	37. Stakeholder workshop to present evaluation results	16/12/2023
REU	38. Proofread and edit the approved report and submit to OEV for publishing	17/12/2023 – 23/12/2023

Phase 5 - Dissemination and follow-up		Up to 4 weeks
REU/ RB Management	39. Request CO for preparation of management response	27/12/2023
EC Chair, EM, RET	40. Prepare management response (including RB review, CO approval of MR and final approval of MR by RB management)	28/12/2023 – 26/01/2024
EM	**41. Share approved management response with the REU and OEV for publication and participate in end-of-evaluation lessons learned call**	**29/01/2024 – 09/02/2024**

Annex 2: WFP Lesotho Operational Map



Annex 3: Lesotho Country Strategic Plan Line of Sight



Annex 4: Lesotho CSP Logical Framework

	WBS Code	Description	WINGS / Short Description	Category	Tags	Assumptions	Status
Logframe (version 3.0) Type: csp-based	LS02	Lesotho (2019 Jul - 2024 Jun)			Gender marker: 4 Fully integrates gender and age		RB Approved
Strategic Goal 1		**Support countries to achieve zero hunger**		**SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture**			
Strategic Objective 1		**End hunger by protecting access to food**					
Strategic Result 2.1	LS02.01	Everyone has access to food (Strategic Plan Code 1)	Everyone has access to food	SDG Target: 2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round			approved
Strategic Outcome 01	LS02.01.011	Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis	Food transfer	1.1: Maintained/enhanced individual and household access to adequate food	- Nutrition Sensitive - Focus: Crisis Response	The Government declares the state of emergency and issue an appeal	approved
Outcome Indicator 1.1.1		Food Consumption Score					
Outcome Indicator 1.1.2.2		Consumption-based Coping Strategy Index (Average)					
Outcome Indicator 1.1.2.3		Livelihood-based Coping Strategy Index (Percentage of households using coping					

		strategies)					
Outcome Indicator 1.1.3		Food Expenditure Share					
Outcome Indicator 1.1.6		Food Consumption Score – Nutrition			Nutrition Sensitive		
Activity 01	LS02.01.011. URT1	Provide cash and/or food transfers to populations affected by shocks	01 Cash/food transfers	URT: Unconditional resource transfers to support access to food	- Focus: Crisis Response		approved
Output		Targeted households benefit from improved knowledge of nutrition, health, hygiene, and other care practices that contribute to improved food consumption and nutritional status				The Government declares the state of emergency and issue an appeal	
Output Indicator E*.4		Number of people reached through interpersonal SBCC approaches		E*: Social and behavior change communication (SBCC) delivered			
Output Indicator E*.5		Number of people reached through SBCC approaches using media		E*: Social and behavior change communication (SBCC) delivered			
Output		Targeted populations receive cash and/or food transfers, including specialized foods, that meet basic food and nutrition requirements and support early recovery				The Government declares the state of emergency and issue an appeal	
Output Indicator A.1*		Number of women, men, boys, and girls receiving food/cash-based transfers/ commodity vouchers/capacity strengthening transfers		A: Resources transferred			
Output Indicator A.2		Quantity of food provided		A: Resources transferred			
Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries		A: Resources transferred			
Output Indicator A.9*		Number of women, men, boys, and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		A: Resources transferred			

Output Indicator A.13		Number of women, men, boys, and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening (new)		A: Resources transferred			
Output		Targeted populations receive cash and/or food transfers, including specialized foods, that meet basic food and nutrition requirements and support early recovery				The Government declares the state of emergency and issue an appeal	
Output Indicator B.2		Quantity of specialized nutritious foods provided		B: Nutritious foods provided			
Output Indicator B.3*		Percentage of staple commodities distributed that is fortified		B: Nutritious foods provided			
Strategic Outcome 02	LS02.01.021	Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe, and nutritious food all year round	Capacity Development	1.1: Maintained/enhanced individual and household access to adequate food	Nutrition Sensitive Focus: Root Causes	That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will commit to the handover and embrace the capacity development process.	approved
Outcome Indicator 1.1.10		Enrolment rate					
Outcome Indicator 1.1.11		Attendance rate (new)					
Outcome Indicator 1.1.14		Drop-out rate					
Outcome Indicator 1.1.18		Emergency Preparedness Capacity Index					
Outcome Indicator 1.1.61		Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP					

		capacity strengthening (new)						
Outcome Indicator 1.1.67		SABER School Feeding National Capacity (new)						
Activity 02	LS02.01.021. SMP1	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	02 Food transfer	SMP: School meal activities	- Focus: Root Causes		approved	
Output		Pre- and primary school boys and girls and local communities benefit from strengthened Government capacity to manage, fully own and implement the home-grown school meals programme and thus to improve dietary intake and nutrition status.		That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will commit to the handover and embrace the capacity development process.				

Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.7*		Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)		C: Capacity development and technical support provided			
Output		Pre- and primary school boys and girls receive an adequate and nutritious meal every school day to increase attendance				That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will	

						commit to the handover and embrace the capacity development process.	
Output Indicator N*.1		Feeding days as percentage of total school days		N*: School feeding provided			
Output Indicator N*.2		Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)		N*: School feeding provided			
Output Indicator N*.6		Number of children covered by Home-Grown School Feeding (HGSF)		N*: School feeding provided			
Output		Pre- and primary school boys and girls receive an adequate and nutritious meal every school day to increase attendance				That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will commit to the handover and embrace the capacity development process.	
Output Indicator A.1*		Number of women, men, boys, and girls receiving food/cash-based transfers/ commodity vouchers/capacity strengthening transfers		A: Resources transferred			
Output Indicator A.2		Quantity of food provided		A: Resources transferred			
Output Indicator A.6		Number of institutional sites assisted		A: Resources transferred			

Output		Pre- and primary school boys and girls receive an adequate and nutritious meal every school day to increase attendance				That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will commit to the handover and embrace the capacity development process.	
Output Indicator B.2		Quantity of specialized nutritious foods provided		B: Nutritious foods provided			
Output Indicator B.3*		Percentage of staple commodities distributed that is fortified		B: Nutritious foods provided			
Output		Pre and primary school boys and girls, teachers and caregivers benefit from gender awareness sessions that strengthen equitable access to safe and nutritious food.				That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will commit to the handover and embrace the capacity development process.	
Output Indicator A.1*		Number of women, men, boys, and girls receiving food/cash-based transfers/ commodity vouchers/capacity strengthening transfers		A: Resources transferred			

Output		Targeted populations benefit from strengthened Government capacity to design, implement and coordinate efficient and equitable shock responsive social protection programmes to ensure access to food				That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will commit to the handover and embrace the capacity development process.	
Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Activity 03	LS02.01.021 .AAA1	Strengthen technical capacity of the Government in early warning, food and nutrition security monitoring and vulnerability assessment and analysis through forecast- based financing approaches	03 Capacity development	AAA: Analysis, assessment, and monitoring activities	- Focus: Root Causes		approved
Output		Vulnerable populations 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					
Output Indicator G.7		Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action		G: Linkages to financial resources and insurance services facilitated			
Output		Number of tools developed to		G: Linkages to			

Indicator G.7*		strengthen national systems for forecast-based early action (new)		financial resources and insurance services facilitated			
Output Indicator G.8*		Number of people provided with direct access to information on climate and weather risks		G: Linkages to financial resources and insurance services facilitated			
Output Indicator G.9		Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks		G: Linkages to financial resources and insurance services facilitated			
Output Indicator G.10		Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities		G: Linkages to financial resources and insurance services facilitated			
Output		Vulnerable populations 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				That the Government of Lesotho commits to taking over pre-primary school feeding The Lesotho Government will commit to the handover and embrace the capacity development process.	
Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		C: Capacity development and technical support provided			

Output Indicator C.8*		US$ value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)		C: Capacity development and technical support provided			
Strategic Objective 2		Improve nutrition					
Strategic Result 2.2	LS02.02	No one suffers from malnutrition (Strategic Plan Code 2)	No one suffers from malnutrition	SDG Target: 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons			approved
Strategic Outcome 03	LS02.02.033	Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024	Capacity Development	2.3: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations	- Focus: Root Causes	That the Country Office will attract new donors and more funding for nutrition programmes	approved
Outcome Indicator 2.3.19		Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)					
Activity 04	LS02.02.033. CSI1	Provide capacity strengthening to the Government and other actors with regard to multi-sectoral coordination, planning, evidence-building and implementation of equitable nutrition	04 capacity building	CSI: Institutional capacity strengthening activities	- Focus: Root Causes		approved

		policies and programmes					
Output		Nutritionally vulnerable populations in Lesotho including PLW/G, children under 5, adolescents, young women and men and people living with HIV and tuberculosis, benefit from the enhanced capacities of government and other actors to implement programmes and services to improve nutrition outcomes		That the Country Office will attract new donors and more funding for nutrition programmes			
Output Indicator I.1		Number of policy engagement strategies developed/implemented		I: Policy engagement strategies developed/ implemented			
Output		Nutritionally vulnerable populations in Lesotho including PLW/G, children under 5, adolescents, youth and people living with HIV and tuberculosis, benefit from the enhanced capacity of Government to coordinate multi-sectoral platforms for improved nutrition outcomes				That the Country Office will attract new donors and more funding for nutrition programmes	
Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output		Nutritionally vulnerable populations in Lesotho including PLW/G, children under 5, adolescents, youth, and people living with HIV and tuberculosis, benefit from the enhanced capacity of the Government to coordinate multi-sectoral platforms for improved nutrition outcomes.				That the Country Office will attract new donors and more funding for nutrition programmes	
Output Indicator C.5*		Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and		C: Capacity development and technical support provided			

		nutrition stakeholder capacities (new)					
Output		Targeted populations benefit from enhanced capacity of the Government and other actors to provide comprehensive gender transformative social behavior change communication (SBCC) for ending all forms of malnutrition				That the Country Office will attract new donors and more funding for nutrition programmes	
Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		C: Capacity development and technical support provided			
Strategic Objective 3		**Achieve food security**					
Strategic Result 2.4	LS02.04	**Food systems are sustainable (Strategic Plan Code 4)**	Food systems are sustainable	SDG Target: 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters and that progressively improve land and soil quality			approved
Strategic Outcome 04	LS02.04.041	**Communities in targeted areas, especially women and youth, have resilient,**	Capacity building	4.1: Improved household adaptation and resilience to	Nutrition Sensitive Focus: Resilience	Targeted households and	approved

		efficient, and inclusive food systems by 2024		climate and other shocks	Building	communities are fully committed and own the assets created beyond food assistance	
Outcome Indicator 4.1.1		Food Consumption Score					
Outcome Indicator 4.1.15		Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems					
Outcome Indicator 4.1.21		Rate of smallholder post-harvest losses					
Outcome Indicator 4.1.2.2		Consumption-based Coping Strategy Index (Average)					
Outcome Indicator 4.1.22		Value and volume of smallholder sales through WFP-supported aggregation systems					
Outcome Indicator 4.1.2.3		Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)					
Outcome Indicator 4.1.28		Economic capacity to meet essential needs (new)					
Outcome Indicator 4.1.3		Food expenditure share					
Outcome Indicator 4.1.34		Rate of post-harvest losses (Zero Food Lost Initiative) - (new)					
Outcome Indicator 4.1.4		Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base					
Outcome Indicator 4.1.5		Proportion of the population in targeted communities reporting environmental benefits					
Outcome Indicator 4.1.8		Food Consumption Score – Nutrition			Nutrition Sensitive		

Activity 05	LS02.04.041. ACL1	**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**	05 Asset creation	ACL: Asset creation and livelihood support activities	- Focus: Resilience Building		approved
Output		Targeted households participating in public works and other productive safety nets benefit from assets that are nutritionally relevant to improve food security and resilience to shocks and climate change				Targeted households and communities are fully committed and own the assets created beyond food assistance	
Output Indicator D.1		Number of assets built, restored, or maintained by targeted households and communities, by type and unit of measure		D: Assets created			
Output		Targeted households participating in public works and other productive safety nets benefit from climate change and risk management activities					
Output Indicator G.10		Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities		G: Linkages to financial resources and insurance services facilitated			
Activity 06	LS02.04.041. SMS1	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	06 Capacity building	SMS: Smallholder agricultural market support activities	- Focus: Resilience Building		approved
Output		Communities in Lesotho benefit from more efficient national supply chains and retail systems that improve their access to safe and nutritious food				Targeted households and communities are fully committed and own the assets created beyond food	

				assistance			
Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		C: Capacity development and technical support provided			
Output		Food value-chain actors including local traders, processors, and institutional buyers, are supported to enhance supply chain efficiency and access to structured markets [Category C]				Targeted households and communities are fully committed and own the assets created beyond food assistance	
Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output		Food value-chain actors, including local traders, processors, and institutional buyers, are supported to enhance supply chain efficiency and				Targeted households and communities	

		access to structured markets				are fully committed and own the assets created beyond food assistance	
Output Indicator F.1		Number of smallholder farmers supported/trained		F: Purchases from smallholders completed			
Output Indicator F.2		Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers		F: Purchases from smallholders completed			
Output		Smallholder farmers, especially women and young women and young men in targeted areas benefit from strengthened national policies, systems, capacities, and facilities that enhance their access to formal markets (including through home grown school meals)				Targeted households and communities are fully committed and own the assets created beyond food assistance	
Output Indicator C.4*		Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.5*		Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)		C: Capacity development and technical support provided			
Output Indicator C.6*		Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)		C: Capacity development and technical support provided			
Output		Targeted households benefit from access to timely, tailored climate services and other information services that improve awareness of best practices in agriculture, climate adaptation, nutrition, healthcare, gender equality and protection and improve their productivity and nutritional status				Targeted households and communities are fully committed and own the assets created beyond food assistance	
Output Indicator E*.4		Number of people reached through interpersonal SBCC approaches		E*: Social and behavior change communication (SBCC)			

				delivered			
Output Indicator E*.5		Number of people reached through SBCC approaches using media		E*: Social and behavior change communication (SBCC) delivered			
Output Indicator G.7*		Number of tools developed to strengthen national systems for forecast-based early action (new)		G: Linkages to financial resources and insurance services facilitated			
Output Indicator G.8*		Number of people provided with direct access to information on climate and weather risks		G: Linkages to financial resources and insurance services facilitated			
Strategic Goal 2		Partner to support implementation of the SDGs		SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development			
Strategic Objective 5		Partner for SDG results					
Strategic Result 17.16	LS02.08	Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (Strategic Plan Code 8)	Sharing of knowledge, expertise, and tech	SDG Target: 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries			approved
Strategic Outcome 05	LS02.08.051	Government and partners in Lesotho have access to effective and reliable services throughout the year	service	8.1: Enhanced common coordination platforms	- Focus: Resilience Building	partners available	approved
Outcome Indicator 8.1.1		User satisfaction rate					
Activity 07	LS02.08.051. CPA1	Provide expertise and services on supply chain on behalf of government and partners	07 service	CPA: Service provision and platforms activities	- Focus: Resilience Building		approved
Output		Vulnerable communities benefit from WFP supply chain and other services to					

		government and partners that improve the efficiency of development and humanitarian programmes.					
Output Indicator H.1		Number of shared services provided, by type		H: Shared services and platforms provided			
Activity 08	LS02.08.051. CPA2	Provide on-demand cash transfer services to government partners, UN Agencies, and national and international NGOs.	08 Cash transfer Services	CPA: Service provision and platforms activities	- Focus: Resilience Building		approved
Output		Vulnerable communities benefit from Cash Based Transfer and other services to government and partners that improve the efficiency of development and humanitarian programmes.					
Output Indicator H.11		Number of agencies using common cash-based transfer platforms		H: Shared services and platforms provided			

Annex 5: List of outcome and output indicators monitored

Strategic 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 indicators

- Emergency Preparedness Capacity Index
- Number of national food security and policies, programmes and system components enhanced as result of WFP capacity strengthening

Output indicators

- Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
- Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
- Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support
- USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)
- Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities

Strategic Outcome 3: Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024

Outcome indicators

- Number of national food security and policies, programmes and system components enhanced as result of WFP capacity strengthening

Output indicators

- Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
- Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
- Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support

Strategic Outcome 4: Communities in targeted areas, especially women and youth, have resilient, efficient, and inclusive food systems by 2024

Outcome indicators

- Number of national food security and policies, programmes and system components enhanced as result of WFP capacity strengthening

Output indicators

- Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
- Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities
- Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support

Annex 6: List of actual output/outcome versus planned

Planned Outcome and Outputs	Monitored Yes/No
Strategic Outcome 2: Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe, and nutritious food all year round	**Yes**
Outputs Pre- and primary school boys and girls and local communities benefit from strengthened Government capacity to manage, fully own and implement the home-grown school meals programme and thus to improve dietary intake and nutrition status.	**Yes**
Targeted populations benefit from strengthened Government capacity to design, implement and coordinate efficient and equitable shock responsive social protection programmes to ensure access to food	**Yes**
Vulnerable populations 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	**Yes**
Vulnerable populations 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	**Yes**
Strategic Outcome 3: Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024	**Yes**
Nutritionally vulnerable populations in Lesotho including PLW/G, children under 5, adolescents, youth and people living with HIV and tuberculosis, benefit from the enhanced capacity of Government to **coordinate** multi-sectoral platforms for improved nutrition outcomes	**Yes**
Targeted populations benefit from enhanced capacity of the Government and other actors to provide comprehensive gender transformative social behaviour change communication (SBCC) for ending all forms of malnutrition	**Yes**
Nutritionally vulnerable populations in Lesotho including PLW/G, children under 5, adolescents, young women and men and people living with HIV and tuberculosis, benefit from the enhanced capacities of government and other actors to **implement** programmes and services to improve nutrition outcomes	**Yes**
Strategic Outcome 4: Communities in targeted areas, especially women and youth, have resilient, efficient, and inclusive food systems by 2024	**Yes**
Outputs Targeted communities and households 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.	**No**
Communities in Lesotho benefit from more efficient national supply chains and retail systems that improve their access to safe and nutritious food	**Yes**

Food value-chain actors including local traders, processors, and institutional buyers, are supported to enhance supply chain efficiency and access to structured markets	**Yes**
Smallholder farmers, especially women and young women and young men in targeted areas benefit from strengthened national policies, systems, capacities, and facilities that enhance their access to formal markets (including through home grown school meals	**Yes**
Food value-chain actors, including local traders, processors, and institutional buyers, are supported to enhance supply chain efficiency and access to structured markets	**Yes**

Annex 7: List of resources by donors

Activity Name	Crisis Response	Early warning Systems	School Feeding	Nutrition	Asset Creation	Smallholder Farmers	Service Delivery - NFIs	Service Delivery - CTS	Direct Support Costs	Grand Total
Needs Based Plan	**65 939 406.42**	**3 590 440.06**	**18 168 054.55**	**3 485 617.49**	**10 136 213.93**	**2 356 760.46**	**3 625 949.42**	**3 104 303.58**	**6 131 277.55**	**116 538 023.46**
Donor Country										**Grand Total**
CANADA	353 280.83								16 301.93	369 582.76
CHINA	906 697.04		103 905.98	690 141.47					66 120.41	1 766 864.90
EUR. COMMISSION	5 585 841.45	135 557.50							146 908.82	5 868 307.77
GERMANY	1 503 809.96								79 599.44	1 583 409.40
IRELAND				276 906.06					5 264.67	282 170.73
JAPAN			9 651 617.69			168 094.44			567 047.78	10 386 759.91
LESOTHO THE KINGDOM OF			2 827 646.10						86 745.60	2 914 391.70
U.S.A.	2 925 631.00								113 114.53	3 038 745.53
UN CERF	1988,009.52								35 577.26	2 023 586.78
WFP	804 372.44								71 347.84	875 720.28
SRAC	4 468 665.15	825 173.10	916 837.23	38 581.76	2 995 244.41	60 648.46			458 867.16	9 764 017.27
UNEP							818 851.55			818 851.55
Advance Finance	912 770.48								26 196.52	938 967.00
Locally generated funds	9 949.00		30 003.77	80.34					763 688.01	803 721.12
Adaptation Fund		2 826 179.36		1 250 380.94	3 948 563.12	1 251 610.19			112 838.22	9,389,571.83
SADP				1 189 549.00					60 451.00	1,250,000.00

Activity Name	Crisis Response	Early warning Systems	School Feeding	Nutrition	Asset Creation	Smallholder Farmers	Service Delivery - NFIs	Service Delivery - CTS	Direct Support Costs	Grand Total
TF - UNAIDS				254 340.72					3 990.66	258 331.38
Joint SDG Fund		42 169.01								42 169.01
Grand Total	**19 459 026.87**	**3 829 078.97**	**13 530 010.77**	**3 699 980.29**	**6 943 807.53**	**1 480 353.09**	**818 851.55**	**-**	**2 614 059.85**	**52 375 168.92**
Funding Level	**30%**	**107%**	**74%**	**106%**	**69%**	**63%**	**23%**	**0%**	**43%**	**45%**

Annex 8: Country Capacity Strengthening Framework

Capacity Development according to the UN

Capacity Development. *The process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.*

1. Agenda 2030 speaks to the core mandate and values of the UN and presents both the opportunity and responsibility for the UN to avail its knowledge, convening power and expertise to nations in support of its implementation. The UN provides capacity development support to national governments, global, regional, and national institutions, and organizations (e.g., multi-nationals, parastatals, NGOs, CSOs, academia, and the private sector), with a view to maximizing country ownership and ensuring target stakeholders can effectively, efficiently, and self-sufficiently manage and deliver products and services to their target groups
2. The United Nations Development Group (UNDG) recognizes capacity development as one of five key principles for UN country programming – alongside a human rights-based approach, gender equality, environmental sustainability, and results-based management. The UNDG Capacity Development Companion Guidance (2017) suggests that improving national policy and regulatory environments and strengthening systems and institutional functions whilst building skills, should be core objectives of integrated programming across the board and a common approach in the pursuit of all strategic priorities.

Country Capacity Strengthening (CCS) according to WFP

3. WFP has been engaging in capacity development for years, in both humanitarian and development contexts. Recent lessons learned and Agenda 2030 provide the organisation with an opportunity to strengthen its conceptual and operational approach to CCS to better contribute to national SDG efforts and results.
4. Recognising that countries have inherent pre-existing capacities, even in low-capacity or fragile state environments, and building on the above, WFP works with the terms **Country Capacity Strengthening (CCS**), which it defines as "the process through which individuals, organisations and societies obtain, strengthen, and maintain their capabilities to set and achieve their own development objectives over time. It is about building on existing skills, knowledge, systems, and institutions to enable governments to take responsibility for investing in and managing hunger solutions.
5. **Why does WFP support country capacity-strengthening?** WFP recognises strong and sustained national capacities are critical to addressing the multiple causes of hunger and responding to the food security and nutrition needs of vulnerable populations over the long-term. Through its extensive and deep field presence, WFP brings a solid understanding of context, beneficiary needs and local conditions, and regular contact with a wide range of actors who are key in the design and implementation of anti-hunger initiatives. Agenda 2030 provides WFP with an opportunity to leverage this knowledge and expand its role from one of operational partner of choice to one of strategic capacity enabling partner.

6. **Whose capacities does WFP support?** WFP embraces a Whole of Society approach to zero hunger which means it engages with – and supports capacity strengthening of – a range of state and non-state actors, as relevant to context.

7. **What national capacities does WFP support?** WFP Strategic Plan (2017-2021) is fully aligned with Agenda 2030 and commits WFP to supporting the country capacities required to achieve national SDG2 food security and nutrition objectives and targets, as well as relevant SDG17 objectives. WFP supports stakeholders in strengthening both hard and soft capacities as needed (and as defined below).

8. WFP Fundamental principles for CCS

- **Partnerships**: Effective partnerships are critical to effective CCS; no one organization or government can address complex food security and nutrition challenges alone. Partnerships beyond and across sectors and areas of expertise are critical.
- **Ownership**: Capacity strengthening cannot be imposed from the outside. Consensus and partnership with countries are the most critical elements of capacity strengthening and facilitate constructive approaches to reaching capacity goals and achieving sustainable results.
- **Recognition:** Identifying and recognizing existing capacity assets is critical to effective CCS; if interventions do not build on the national/local capacities already in place, the integrity of development achievements can be compromised and progress can remain rootless, illusory, and vulnerable.
- **Trust**: The relationships WFP establishes based on mutual trust and commitment will be more important to the long-term success of its CCS activities than the plans themselves.

- **Time:** CCS requires time, commitment, investment and patience on all sides, flexibility to recognize changing needs over time and acceptance of its complexity.

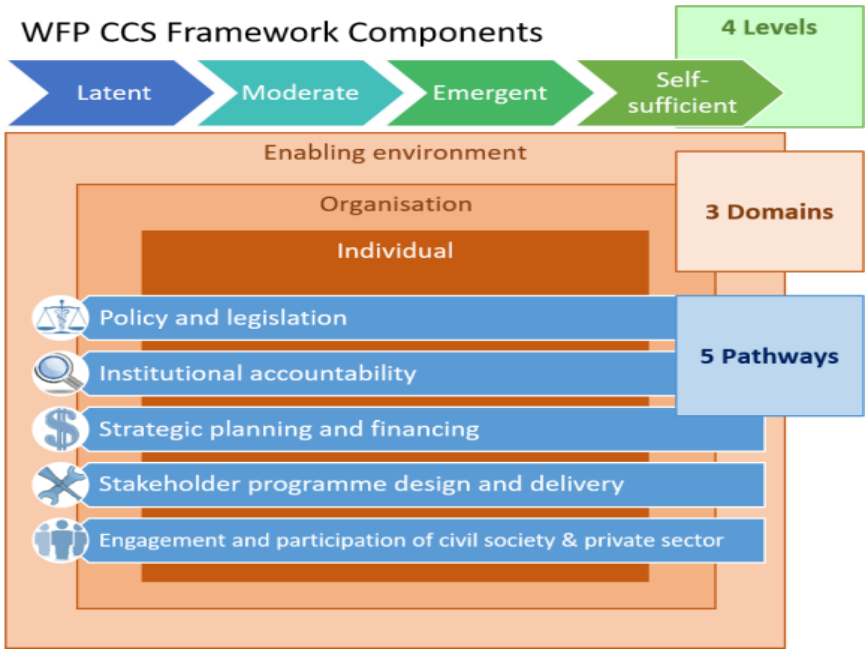
9. ***WFP Framework for Country Capacity Strengthening*** Country capacity strengthening is all about **systems,** and systems are complex. The achievement of international and national development targets hinges on capacities of individuals, organizations, and societies to transform to reach development objectives.

10. **The 3 Domains.** Without supportive laws, policies, strategies, and procedures **(enabling environment),** well-functioning organizations **(organizational domain**), and educated, skilled people **(individual domain)** state and non-state duty bearers cannot effectively plan, implement, and review their efforts to deliver intended products and services to their target groups. Effective CCS support must therefore address all three domains, recognising the interdependencies between them. Single interventions (e.g., trainings) are not likely to make a significant difference unless they represent a key leverage point that can shift an entire system's behaviour.

11. **The 5 Pathways.** WFP supports stakeholder capacities along five critical pathways:

i. Policies and legislation
ii. Institutional accountability
iii. Strategic planning and financing
iv. Stakeholder programme design and delivery
v. Engagement and participation of civil society & privatesector.

12. **The 4 Levels.** All nations aim to develop self-sufficient capacities across the board to achieve national development goals with little or no external assistance. Whilst strengthening capacities is a fluid process that progresses along a continuum from lesser developed to more developed capacities, loosely describing capacities in relation to four levels can help identify some of the more common capacity needs in each domain and pathway as well as help highlight changes in capacity levels over time.



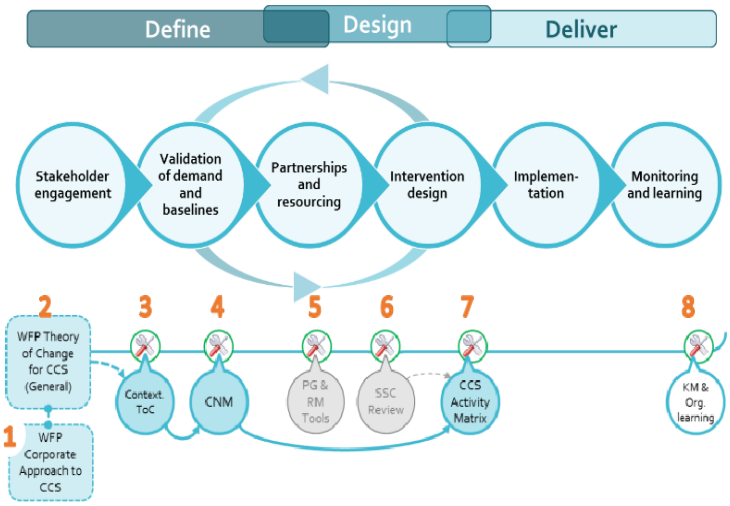
Operationalizing the WFP framework for CCS

[1] WFP Approach to Country Capacity Strengthening

13. Building on its core principles for CCS and considering the elements of the framework, WFP engages with stakeholders to **define** relevant, existing capacity assets and stakeholder needs to **design** and **deliver** a validated and demand- driven CCS intervention. Throughout this process, WFP engages with a wide range of partners to identify critical technical, financial, and human resources that will be required to support the CCS agenda.

14. The **Country Strategy Plan (CSP)** is the vehicle through which WFP operationalises its approach to CCS and the above process is fully embedded in CSP formulation and delivery. Indeed, initial stakeholder engagement begins with the **Zero Hunger Country Strategic Review**, and formulation of WFP Country Office CSP outcomes is informed by an-depth understanding of relevant capacity assets and needs referred to above.

15. ***This process is supported by practical guidance and tools.***



[2] A general Theory of Change (ToC) for CCS articulates the outcomes that typify a state of self-sufficient capacity along each of the five pathways and the short-, medium- and long- term changes or processes that may contribute to progression from a state of lesser capacity to one of greater capacity.

[3] The ToC for CCS should be **customised** to context with reference to the actual stakeholders and national response capacity in question, identifying required self-sufficient capacity levels.

[4] Building on the context-specific ToC, the **Capacity Needs Mapping (CNM**) tool supports structured multi-stakeholder dialogue along the five pathways, the three domains and the four capacity levels.

[5] & [6] Guidance and tools to support partnership scoping are an available to support the process of relationship-building and resource mobilisation that will be critical to effective CSP operationalisation. Country-specific "South-South Reviews can be critical in helping identify relevant opportunities for Cos to engage with their governments on SSC in CSP strategic outcome areas.

[7] The CNM, custom ToC and SSC Review findings are mapped to the **CCS Activity Matrix** which captures critical operational information for each activity proposed and aligns with a new **process monitoring approach** to help track progress along the critical pathways of change for each area of work. It yields a precise action plan for specific activities as well as a potential overview of the full CSP-CCS portfolio.

[8] WFP integrates feedback loops into its knowledge management and organisational learning in CCS. Process milestone monitoring during implementation highlights progress, blockages, and results; medium-term aggregation of country-level progress data feeds an analysis of the effectiveness of the CCS portfolios across the board whilst a longer-term (5+ years) analysis of the same can validate – or inform a review – of the corporate theory of change for CCS.

Qualifying terms and definitions

Whole of Society

16. The *Whole of Society* approach includes state, civil society, private sector, communities, and individuals. Civil society encompasses the following non-government groups, whether formally or informally incorporated: National and local NGOs; National Red Cross/Red Crescent Societies; Community-based organisations; Faith-based groups; National academia & specialist organisations; Local media (traditional and social). Other groups, such as local market actors, are also included.

The 3 Domains

17. ***Enabling environment***. The enabling environment describes the broader system within which individuals and organizations unction, that facilitates (or hampers) their existence and performance. It may refer to the broader, macro-context, or alternatively, a narrower environment or system within an organization or sector. This domain determines the "rules of the game" for how a society operates, including the interaction between and among organizations and government units, and with the private sector and civil society; it is here that the conditions are created that will allow for the effective development of individual and organizational capacities. It sets the context for capacity strengthening and determines the changes that may be necessary to ensure results.

18. ***Organizational domain.*** It encompasses the internal policies, systems and strategies, arrangements, procedures, and frameworks – including programme design and delivery – that allow an organization to operate and deliver on its mandate and that enable the coming together of individual capacities to work holistically and harmoniously to achieve goals. If these exist, are well-resourced and well-aligned, the capacity of an organization to perform will be greater than that of the sum of its parts.

Capacities at the level of the organization also include such things as leadership, the organization's ability to engage, to produce results and to manage change, as well as to provide relevant rewards and incentives, to adapt and self- renew.

19. ***Individual domain***. This domain relates to the skills and knowledge that are vested in people (individuals, communities, groups, teams). Each person is endowed with a mix of capacities that allows them to perform, whether at home, at work, or in society at large. Capacities at this level are acquired through formal education, training, learning by doing and experience, and increasingly through coaching and mentoring, networks, communities of practice and platform mechanisms. Individuals can absorb any combination of hard and soft skills that can be expressed and acted upon to further specific achievements within their individual spheres or larger collective groups/entities e.g., communities, organisations, networks, etc.

The 5 Pathways

20. ***Policies and legislation***. National governments are the primary legal institutions guaranteeing the protection of citizens' social and economic rights, including protection from the physical, emotional, and intellectual degradation caused by hunger. It is critical for WFP to work with stakeholders to facilitate relevant regulatory, legislative processes and policy frameworks that will facilitate achievement of specific food security and nutrition objectives.

21. ***Institutional accountability.*** This entails forging partnerships to strengthen capacities of national institutions (both formal and informal), build on strategies that require dialogue, understanding, and compromise among governments, organizations, and communities. Through partnership, WFP will strive to enhance the capacities of national systems and ensure accountability, whether through strengthened coordination mechanisms or enhanced information management and dissemination systems; this may also include collaborating to establish and promote mechanisms for monitoring and enforcing existing relevant legislation and policies.

22. ***Strategic planning and financing***. Coherent action plans thatfocus on the achievement of the Zero Hunger Goal are criticaland rest on consensus among partners about specific targetsand objectives; division of roles and responsibilities; how andwhen feedback is provided, and the phasing out of external assistance. Included, among other things, is strengthening capacities for strategic planning and mobilizing resources to implement national action plans. This requires effective communication and coordination skills as well as the systematicdocumentation, sharing, and reviewing of lessons learned.

23. ***Stakeholder programme design and delivery***. This constitutes a deliberate and targeted investment in technologies and innovations for recovery from chronic hunger and disaster risk management through national systems. It includes instituting and strengthening social and productive safety net arrangements; stimulating local markets; applying science, research, technology, and innovations to strengthen local, national, and regional capacities for sustainable hunger reduction; and ensuring the sustained management of these inputs by national systems.

24. ***Engagement and participation of civil society & private sector***. The *whole of society* approach recognizes the critical role to be played by national civil society, inter-faith and religious groups, formal and informal networks, communities, citizens, private sector, and academia. Their engagement in designing, delivering, and benefitting from national food security and nutrition plans and programmes is critical to achieving sustainable change and national development objectives. Concrete capacity strengthening interventions to support and strengthen their engagement in national development efforts should be considered as required by context.

The 4 Capacity levels

25. ***Latent Capacity*** is characterized by the absence of basic anti- hunger institutions, a lack of funding for anti-hunger activities, heavy reliance on external assistance for programme design and implementation, and low levels of sustainability and civil society participation.

26. ***Emergent Capacity*** represents a capacity level that supports some elements of a given response capacity and demonstrates developing critical organizational capacities; limited national budget allocation that is largely dependent on external funding; limited technical capacities to design and implement projects; and limited application of anti-hunger policies with variable sustainability and participation of the civil society.

27. ***Moderate Capacity*** demonstrates key elements of the response capacities that are established within the national institutional setting with fairly strong critical organizational capacities; increasing allocation of national funds; technical capacities, know-how and experience are gaining momentum; policy instruments operate at an intermediate and consistent level; the necessity for sustained capacity is acknowledged and sanctioned by the national constitution and various elements of civil society participation;

28. ***Self-sufficient Capacity*** contains the desired elements of response capacity, governance capacity, and core capabilities that are rooted in a well-functioning national institutional setting with effective inter-sectorial coordination, enhanced national financing arrangements, and programme design and management with sustainability aspects being met as well as civil society voice to ascertain further sustained accountability of the system.

Hard and soft capacities

29. ***Hard capacities*** are generally considered to be technical, tangible, and visible:

- Technical skills, explicit knowledge, and methodologies (which for individuals can be considered competencies)
- Technical skills required to support organizational capacity to function: appropriate structures; systems and procedures for management, planning, finance, human resources, monitoring and evaluation, and project cycle management; the ability to mobilize resources, etc.

30. Note: tangible resources like infrastructure, money, buildings,equipment, and documentation can be considered as the material expression or product of capacity, but they are not capacity in and of themselves.

31. ***Soft capacities*** are generally considered to be social, relational, intangible, and invisible - i.e., organizational culture and values; leadership, political relationships, and functioning; implicit knowledge and experience; relational skills: negotiation, teamwork, conflict resolution, facilitation; problem-solving skills; and intercultural communication. Functional capacities are cross-cutting in nature and are not associated with any one sector or theme. "They are the management capacities needed to formulate, implement and review policies, strategies, programmes and projects." UNDP has identified five categories of functional capacities which all focus on "getting things done" and in addition to and/or expanding on the above, can include:

- Capacity to engage stakeholders: the ability to motivate and mobilize stakeholders, build consensus, create partnerships and networks, plan and manage large group processes, maximize, and manage diversity, etc.
- Capacity to assess a situation and define a vision and mandate: the ability to access, analyze and synthesize different sets of data and information, translate information into a vision and/or mandate.
- Capacity to formulate policies and strategies that set objectives for how a vision and/or mandate will be executed; create relevant organizational execution strategies, set objectives, formulate sectoral and cross- sectoral policies, etc.
- Capacity to budget, manage and implement, including managing human/financial resources and procurement, managing change, and setting benchmarks for monitoring progress, etc.

32. Note: functional skills must be complemented with relevant technical skills when applied to specific sectors or themes.

Annex 9: Main sources of information and data

Documents	Sources
Needs Based Plan	Budget Programme Office/COMET
Budget	Budget and Programme Office
Logframe	M&E/COMET
Output and outcome monitoring data, Indicator performance & cross cutting results reporting	COMET
Monitoring Reports	M&E unit/COMET
Implementation reports	Country Office (M&E / Programme)
Annual Country Reports	WFP website
Country Capacity Strengthening Framework	WFP website
Past WFP programme evaluations and review reports 1. A mid-term evaluation of WFP's Country Programme 200369 (2013-2017 2. Decentralized Evaluation of the National School Feeding Programme in Lesotho, in consultation with the Lesotho Ministry of Education and Training 3. Evaluation of Asset Creation and Public Works Activities in Lesotho 2015-2019 (Final)	WFP website
National plans and policies, such as National Strategic Development Plan II, School feeding policy & school feeding M&E plan, Disaster Risk reduction policy 2011, Resilience framework, Food, and nutrition security policy 2017	Data Library

Annex 10: Role and Composition of the Evaluation Committee

33. Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial, and quality evaluation in accordance with the WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report, and evaluation report), and submitting them for approval by the Country Director who will be the chair of the committee.

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

- Masahiro Matsumuto, Deputy Country Director
- Napo Ntlou, activity 1 and 2 manager
- Likeleli Phoolo, Head of VAM&ME and activity 3 manager
- Makhauta Mokhethi, activity 4 manager and gender and protection focal person
- Washi Mokati, activity 5 and 6 manager
- Chihiro Ishida, Head of Supply Chain
- Morongoe Masilo, Communications and Reports Officer
- Tanki Sekalaka, Budgeting and Programming Officer
- Lineo Sehloho, Senior M&E Associate, CO focal point for the evaluation
- Jean Providence Nzabonimpa, Regional Evaluation Officer

35. **Evaluation Committee Chair**:

- Aurore Rusiga, The Country Director

36. **Evaluation Manager (Evaluation Committee Secretariat)**:

- Lindiwe Kwidini, The Evaluation Analyst

Annex 11: Role and Composition of the Evaluation Reference Group

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

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

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use

- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection, and reporting phases contribute to the accuracy of the facts and figures reported in the evaluation and of its analysis.

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

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

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

41. **Composition of the evaluation reference group**

WFP Lesotho Country Office	Name
Core members: • WFP Country Director (Chair) • Evaluation -Manager (WFP) (secretary or delegated chair) • Deputy Country Director • WFP Deputy Head of Programme • WFP Head of M&E • WFP Activity Managers • WFP Gender Focal Point	 Aurore Rusiga Lindiwe Kwidini Masahiro Matsumuto Napo Ntlou Likeleli Phoolo Napo Ntlou, Likeleli Phoolo, Makhauta Mokhethi, Washi Mokati, Matlotliso Baholo, Morongoe Masilo, Tanki Sekalaka Makhauta Mokhethi
Regional bureau	**Name**
Core members: • Regional Evaluation Officer • Regional Monitoring Advisor • Regional Programme Officer (Country Capacity Strengthening) • Regional Programme Officer (Resilience) • Regional Gender Adviser	 Jean Providence Nzabonimpa Caterina Kireeva Atsuvi Gamli Ashraful Amin Justine Vanrooyen
External Members	**Name**
Core Government stakeholders: • Disaster Management Authority • Ministry of Education and Training • Lesotho Meteorological Services • Ministry of Agriculture and Food Security (Department of nutrition) • Ministry of Forestry, Range, and soil conservation Core NGO's: • Lesotho Red Cross Society Core UN Agencies: • Food and Agricultural Organisation Core Donors: • Adaptation Fund • Reach • UBRAF • ECHO	 Mamonyaku Koloti, Mamonaheng Monoto Thuto Ntsekhe, Jubilee Ntloana Mokoena France Makamohelo Semuli Dr. Nkuebe Lerotholi Sechaba Mokhameleli David Mwesigwa, Nthimo Mokitinyane

Annex 12: Communication and Knowledge Management Plan

Key Aims of Communication and Knowledge Management Plan

42. The communication and knowledge management plan aims to ensure a structured and impactful flow of information both internally and externally to targeted stakeholders. The plan also proposes well-defined roles and responsibilities, timelines, and communication channels, to ensure uptake. The key aims include:

i. **Improve programming**: The evaluation findings will be used by the Lesotho CO to refine or adjust activities that are underway, and to inform the design of new activities or to learn how to introduce activities in other contexts.

ii. **Support strategic direction**: The results will be used to inform the CSP and document lessons to inform national policy discussions and to help address national institutional capacity challenges.

iii. **Disseminate results**: The WFP CO will ensure that the results are widely disseminated to all stakeholders, civil society, youth, and women organizations for advocacy, the academia to inform future research, and the beneficiaries of the programme. This will ensure that all stakeholders are aware of the evaluation results and provide feedback for continual learning and improvement. In addition, the findings will be used to promote the Government's ownership of results and recommendation for the sustainability of country capacity intervention strengthening (CCS) interventions.

iv. **Reach individual, community, districts, and national level:** The results of the evaluation will inform and guide the targeting of **individuals –women and men, girls and, boys, people with disabilities (PWD), People living with HIV (PLHIV), other vulnerable groups, including districts and national stakeholders** and also inform decisions on implementation and design of CCS interventions.

43. The draft communication and knowledge management plan is divided into two components (for internal and external stakeholders) as outlined below.

1. Internal Communication and Knowledge Management Plan

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
Planning	Tentative time and scope of evaluation	• Lesotho CO management • Lesotho CO Programme and M&E staff	Evaluation Manager Regional Evaluation Team	Meeting Email SharePoint	To ensure the evaluation is reflected in the work plans for the CO, relevant teams, and the Evaluation Manager.
Preparation/ ToR	Draft TOR	• Key internal stakeholders through the Evaluation Committee (EC) • Lesotho CO management • Programme staff	Evaluation Manager on behalf of the Evaluation Committee Supported by Regional Evaluation Team	Email Sharepoint	To get comments and feedback on various components of the ToR.
	Final ToR	• Internal stakeholders through the EC • Lesotho CO management • Programme staff • Supply Chain • HQ Office of Evaluation (OEV)	Evaluation Manager supported by the CO and Regional Evaluation Team	Email Virtual meeting; WFPgo WFP.org	To inform the relevant staff of the overall plan for the evaluation, including critical dates and milestones. To seek evaluation chair approval of the final TOR. To engage the CO Supply Chain and management on the contracting of the evaluation firm For OEV to publish the final TOR on WFPgo and WFP.org

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
Inception	Draft Inception report	• Key internal stakeholders through the EC • Regional Bureau (RB) programme and evaluation staff • CO Programme, Supply Chain, M&E staff • Field office staff	Evaluation Manager supported by CO CCS evaluation focal person	Email Virtual meeting (Teams) Sharepoint Face-to-Face meeting	To get stakeholder comments on the draft 2 inception report.
	Final Inception Report	• Key internal stakeholders through the EC • Lesotho CO management • CO Programme, Supply Chain, admin and M&E • OEV	Evaluation Manager supported by CO CCS evaluation focal person	Email WFPgo	To inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc. Ensure that there is a common understanding of the expectations as outlined in the ToR. To provide an initial understanding of the methodological approach, data collection tools, fieldwork schedule, stakeholder matrix, overall design of evaluation and finalize the communication and learning plan. To inform the support staff (especially administration) of required logistical support.

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
					For OEV to publish the final IR on WFPgo only.
Data collection	Data collection/field mission schedule and site selection	• Key CO/field office staff • Lesotho CO (M&E, Programme Activity Manager, Communication, Administration, Security Focal Point) • RB Evaluation Team	Evaluation Manager and CO CCS evaluation focal person	Teams Meeting Email	Confirm the mission dates in each district and the selection of community councils/villages. Detailed mission schedule Recommendations from the field offices on the communities and specific activities/assets to be visited within the selected community councils/villages. Logistics on accommodation and access to selected areas Ensure the security briefing is provided to the evaluation team before departing for the fieldwork Confirm the date/time and format of the end of fieldwork debrief.
	Preliminary results presentation	• Key internal stakeholders through the EC • Members (CO Programme, M&E, Supply Chain, • RB Evaluation and Programme team	Team leader (supported by the Evaluation Manager and CO CCS Evaluation Focal Person	Email Virtual meeting/ face-to-face meeting Debriefing Powerpoint	Allow reflections on the preliminary findings and agree on the Powerpoint content before the debrief. To engage with the stakeholders and discuss preliminary results

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
					before the draft evaluation report is produced.
Data Analysis and Reporting	Draft Evaluation report	• Key internal stakeholders through the EC • Members (CO Programme, M&E, Supply Chain • RB Evaluation, and Programme staff)	Evaluation Manager supported by CO CCS Evaluation Focal Person	Email	To request comments on the draft evaluation report. Ensure quality assurance of the draft evaluation report.
	Final evaluation Report	• Lesotho CO management • Key internal stakeholders through the Evaluation Committee • Members (CO Programme, M&E, Supply Chain, • Field offices • RB Evaluation and Programme team • OEV	Evaluation Manager through the CCS Evaluation Committee CO CCS Evaluation Focal Person The focal point of the partner organizations CO Communications Focal Point	Email WFPgo WFP.org Evaluation Network platforms (e.g. UNEG, ALNAP) Postings on internal WFP platforms	Seek the Evaluation Committee Chair's approval of the final report. To inform internal stakeholders of the final product from the evaluation. To ensure that the evaluation report is widely disseminated internally on platforms such as WFP Communities, Teams and the WFP intranet (WFPGo)

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
Dissemination & Follow-up	PowerPoint Presentation on evaluation results, Evaluation Report, Summary Evaluation Report/Brief, Discussion of Evaluation Results	• Lesotho CO management • Members (CO Programme, M&E, Supply Chain, Communications • Field Offices • RB Evaluation, Programme, Evidence Generation Block and Heads of Units • OEV	Evaluation Manager Evaluation Team Leader CO M&E, Programme and Communications Regional Evaluation Team	Face-to-face and virtual organized sessions. Printed 2-4 pager Summary Evaluation Report. Tailored summary reports for specific audiences as required. Social Media (Twitter feeds) and hashtags, infographics/ posters	Evaluation results disseminated to stakeholders The summary evaluation report and link to the published full evaluation report are made available. Ensure findings are disseminated and lessons are incorporated into other relevant lessons learnt sharing systems and processes.
	Draft Management Response (MR) to the evaluation recommendations	• Lesotho CO management • Members (CO Programme, M&E, Supply Chain, • RB Programme and Monitoring and Evaluation Teams • Field Offices	CD or Head of Programme supported by the Evaluation Committee and Evaluation Manager	Email Face-to-face and virtual organized sessions	To communicate the suggested actions on recommendations and solicit comments. To discuss and document the CO's actions to be undertaken to implement all the evaluation recommendations. To respond to the evaluation recommendations by providing

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
					actions that will be taken and estimated timelines for tracking those actions by the relevant stakeholders.
	Final management Response	• Lesotho CO management • Members (CO Programme, M&E, Supply Chain, Communications • OEV • RB Monitoring and Evaluation, and Programme Teams	EC chair Activities Managers Regional Evaluation Team	Email WFPgo WFP.org Shared folders Posting	To ensure that all relevant staff are informed of the commitments made to implement the evaluation recommendations. To make the approved MR accessible on the WFP intranet (WFPgo).
	Progress report on the implementation of evaluation recommendations	• CO Management • RB Management • CO Activity managers • CO M&E • RB Monitoring	Regional Bureau Risk and Recommendations (R2) system focal point supported by Regional Evaluation Team CO R2 focal point	Email Virtual	To track and report on progress made on the implementation of actions points in the Management Response

2. External Communication and Knowledge Management Plan

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
Preparation	Draft TORs	Decentralized evaluation Quality Support (DEQS) External stakeholders ERG- FAO Ministry of Education and Training Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food Security (Department of Nutrition) Ministry of Forestry, Range and Soil Conservation Lesotho Red Cross Society	CO CCS evaluation focal person	Email Face-to-face meeting	Communicate the purpose of the evaluation and the roles and responsibilities of the ERG members. Review and provide inputs to the draft TOR. Ensure quality assurance of the evaluation.
	Final TORs	Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food Security (Department of Nutrition) Ministry of Forestry, Range and Soil Conservation Lesotho Red Cross Society	Evaluation Manager supported by CO CCS evaluation focal person	Email	To inform the ERG members of the overall plan for the evaluation, including critical dates and milestones

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
Inception	Draft Inception report and PowerPoint presentation	DEQS Key external stakeholders including government ministries, NGOs, and UN agencies ERG members Food and Agricultural Organization (FAO) Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food Security (Department of Nutrition) Ministry of Forestry, Range and Soil Conservation Lesotho Red Cross Society	Evaluation Manager supported by the CO CSS evaluation focal person Evaluation Team	Email Virtual (Teams) Meeting Face-to-face meeting/ workshop	Engage the DEQS to review and comment on draft 1inception report To engage the ERG members to get their reflections and comments on the draft 2 inception report To review the evaluation approach and methodology Ensure quality assurance of the evaluation
	Final Inception report	The key external stakeholders including government ministries, NGO's and UN agencies Evaluation Reference Group members (ERG) Disaster Management Authority Lesotho Meteorological Services	Evaluation Manager supported by the CO CSS evaluation focal person Evaluation Team	Email	To inform the relevant stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc. To provide an initial understanding of the methodological approach, data

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
		Ministry of Agriculture and Food Security (Department of Nutrition) Ministry of Forestry, Range and Soil Conservation Lesotho Red Cross Society			collection tools, fieldwork schedule, and stakeholder matrix.
Data Collection	Preliminary results presentation	The ERG, including relevant Government ministries Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food Security (Department of Nutrition) Ministry of Forestry, Range and Soil Conservation Lesotho Red Cross Society	Evaluation Manager supported by CO CCS evaluation focal person Evaluation Team	Email Virtual Meeting Face-to-face meeting	To engage with the stakeholders and discuss preliminary results before the draft evaluation report is produced

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
Data Analysis and Reporting	Draft and final evaluation report	**Comment on Draft 1 ER** ERG members FAO Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food Security (Department of Nutrition) Ministry of Forestry, Range and Soil Conservation Lesotho Red Cross Society	Evaluation Manager through the EC	Email Virtual (TEAMS) Meeting Postings News feeds	To obtain stakeholder comments on the draft evaluation report To inform stakeholders of the final product from the evaluation To ensure that interested stakeholders are able to access the approved evaluation report through the WFP external website (wfp.org) and through stakeholder websites
Dissemination & Follow-up	PowerPoint Presentation on Evaluation results Evaluation Report, Summary Evaluation Report/Brief	The ERG, including all Government ministries Media (Newspapers and radio stations)	Evaluation Manager Evaluation Team Leader CO CCS evaluation focal person Regional Evaluation Unit	Virtual and/or face-to-face depending on the target audience; Printed 2-4 pager Summary Evaluation Report; Tailored summary reports for specific audiences as may be required;	Evaluation results disseminated to stakeholders Summary Evaluation Report and link to published full evaluation report and made available to stakeholders To engage the public and the media as appropriate

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
				Wfp.org UN websites Social Media (Twitter/YouTube feeds/Facebook) and hashtags	
	Evaluation Report, Summary Evaluation Report/ evaluation brief, Discussions on Evaluation Results	All Government ministries and partners will receive the final report and summary evaluation report/evaluation brief. The ERG and other relevant Government ministries will be invited to the final presentation brief and receive the final report and summary/brief of the report. These include but not limited to, NGO's, civil society, and UN agencies Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food Security (Department of Nutrition), FNCO,	Evaluation Manager CO CCS Evaluation focal person & Evaluation Team Supported by the CO Communication Team (to guide the drafting of messaging where required) CO & RB Gender focal points	Face-to-face meetings (during Programme Implementation and Monitoring Activities); 2-4 pager Summary Evaluation Report; Tailored evaluation products as may be required; Short videos; Community Radio, Donor Briefs; Community outreaches to disseminate	Targeted, simplified and gender-sensitive messaging on evaluation findings and recommendations to inform and solicit feedback from stakeholders for continuous learning and improvement. To document the effect and impact of capacity-strengthening activities in Lesotho and the quality of life of the Basotho through human interest stories and content collection (social media)

When? Evaluation phase	What? Product	To whom? Target audience	From whom? Creator lead	How (in what way)? Communication channel	Why? Communication purpose
		Ministry of Forestry, Range and Soil Conservation, Ministry of Gender, youth & Social Development, Adaptation Fund REACH UBRAF ECHO, World Bank, IFAD		findings with participating communities (those who have engaged with WFP interventions); Infographics; Fflyers with key findings (in both English and Sesotho)	

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
Preparation	Draft TORs	DEQS External stakeholders ERG- FAO Ministry of Education and Training Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food security (department of nutrition) Ministry of Forestry, Range and Soil conservation Lesotho Red cross Society	CO CCS evaluation focal person	Email Face-to-face meeting	Communicate the purpose of the evaluation and roles and responsibilities of the ERG members Review and input into draft TOR Ensure quality assurance of the evaluation
	Final TORs	Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food security (department of nutrition)	Evaluation manager supported by CO CCS evaluation focal person	Email	To inform the ERG members of the overall plan for the evaluation, including critical dates and milestones

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		Ministry of Forestry, Range and Soil conservation Lesotho Red cross Society			
Inception	Draft Evaluation Report and power point presentation	DEQS The key external stakeholders including government ministries, NGOs, and UN agencies ERG members FAO Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food security (department of nutrition) Ministry of Forestry, Range and Soil conservation Lesotho Red cross Society	Evaluation Manager supported by the CO CSS evaluation focal person Evaluation Team	Email Virtual (Teams) Meeting Face-to-face meeting/workshop	Engage the DEQS to review and comment on draft 1inception report To engage with the ERG members to get their reflections and comments on the second draft inception report; To review the methodology and approach of the evaluation Ensure quality assurance of the evaluation

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
	Final Inception Report	The key external stakeholders including government ministries, NGOs, and UN agencies ERG members FAO Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food security (department of nutrition) Ministry of Forestry, Range and Soil conservation Lesotho Red cross Society	Evaluation Manager supported by the CO CSS evaluation focal person Evaluation Team	Email	To inform the relevant stakeholders of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited; stakeholders to be engaged etc. To provide an initial understanding of the methodological approach, data collection tools, field work schedule, stakeholder matrix,
Data Collection	Preliminary results presentation	The evaluation reference group including Government ministries Disaster Management Authority Lesotho Meteorological Services	Evaluation Manager supported by CO CCS evaluation focal person Evaluation Team	Email Virtual meeting Face-to-face meeting	To engage with the stakeholders and discuss preliminary results before the draft evaluation report is produced

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		Ministry of Agriculture and Food security (department of nutrition) Ministry of Forestry, Range and Soil conservation Lesotho Red cross Society			
Data Analysis and Reporting	Draft and Final evaluation Report	**Comment on Draft 1 ER** ERG members FAO Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food security (department of nutrition) Ministry of Forestry, Range and Soil conservation Lesotho Red cross Society	Evaluation manager through the EC	Email Virtual (Teams) Meeting Postings News feeds	To obtain stakeholder comments on the draft evaluation report To inform stakeholders of the final main product from the evaluation To ensure that interested stakeholders can access the approved evaluation report through the WFP external website (wfp.org) and through stakeholder websites

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
Dissemination & Follow-up	PowerPoint Presentation on Evaluation results Evaluation Report, Summary Evaluation Report/Brief	The evaluation reference group including Government ministries Media (Newspapers and radio stations)	Evaluation Manager Evaluation Team Leader CO Capacity Strengthening Activities Regional Evaluation Unit	Virtual and/or face to face depending on target audience Printed 2-4 pager Summary Evaluation Report Tailored summary reports for specific audiences as may be required Wfp.org UN websites Social Media (Twitter/YouTube feeds) and hashtags	Evaluation results disseminated to stakeholders Summary Evaluation Report and link to published full evaluation report and made available to stakeholders To engage the public and the media as appropriate
	Evaluation Report, Summary Evaluation Report/Brief, Evaluation Results Discussion	The evaluation reference group and other key Government ministries including, NGO's, civil society, and UN agencies Disaster Management Authority Lesotho Meteorological Services Ministry of Agriculture and Food security (department of nutrition)	Co-Evaluation Managers & ET Supported by CO Communication Team (to guide the drafting of messaging where required) CO & RB Gender focal points	Face to face meetings (during Programme Implementation and Monitoring Activities) 2-4 pager Summary Evaluation Report Tailored evaluation products as may be required Short videos Community Radio	Targeted, simplified and gender sensitive messaging on evaluation findings and recommendations to inform and get feedback from stakeholders for continuous learning and improvement. To document the effect and impact of capacity strengthening activities to Lesotho and the quality of life of the indigenous

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		Ministry of Forestry, Range and Soil conservation Lesotho Red cross Society Adaptation Fund REACH UBRAF ECHO			people in Lesotho through human interest stories and content collection (social media)

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Annex 14: Acronyms

AAP	Accountability to Affected Populations
ALNAP	Active Learning Network for Accountability and Performance
BOS	Bureau of Statistics
BR	Budget Revision
CP	Cooperating Partners
CCS	Country Capacity Strengthening
CD	Country Director
CO	Country Office
CNM	Capacity Needs Mapping
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
2G CSP	2nd Generation Country Strategic Plan
DCD	Deputy Country Director
DEQAS	Decentralized Evaluation Quality Assurance System
DMA	Disaster Management Authority
EB	Executive Board
EC	Evaluation Committee
ECCD	Early Childhood Care and Development Centres
ECHO	European Commission Humanitarian Aid
EM	Evaluation Manager
ER	Evaluation Report
ERG	Evaluation Reference Group
ET	Evaluation Team
EWS	Early Warning System
FAO	Food and Agriculture Organization
FLA	Field Level Agreements
FNB	First National Bank
FNCO	Food Nutrition Coordinating Office
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IPC	Integrated food security Phase Classification
IR	Inception report
IRI	International Research Institute
LMS	Lesotho Meteorological Services
LTA	Long-Term Agreement
LRCS	Lesotho Red Cross Society
LVAC	Lesotho Vulnerability Assessment Committee
MAFS	Ministry of Agriculture and Food Security
MFRSC	Ministry of Forestry, Range and Soil Conservation
MoET	Ministry of Education and Training
MoH	Ministry of Health

MSD	Ministry of Social Development
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MR	Management Response
NGO	Non-Governmental Organization
NMA	National Management Agents
OSZI	Technical Assistance and Country Capacity Strengthening Service
OEV	Office of Evaluation
QA	Quality Assurance
QS	Quality Support
PLW/G	Pregnant and Lactating Women/Girls
PHQA	Post Hoc Quality Assessment
REACH	Renewed Efforts Against Child Hunger
R2	WFP Risk and Recommendation system
RBJ	Regional Bureau for Southern Africa
REO	Regional Evaluation Officer
REU	Regional Evaluation Unit
SABER	Systems Approach for Better Education Results
SACU	Southern African Customs Union
SDG	Sustainable Development Goals
SLB	Standard Lesotho Bank
SMP	School Meals Programme
SO	Strategic Objective
SOP	Standard Operating Procedure
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNCT	United Nations Country Team
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organisation

WFP Lesotho Country Office

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