

Evaluation of Asset creation and livelihood Activities in Sierra Leone from Jan 2020 to Dec 2023

Decentralized Evaluation Terms of Reference

WFP Sierra Leone Country Office



Table of Contents

1. Background.....	1
1.1. Introduction	1
1.2. Context	1
2. Reasons for the evaluation	5
2.1. Rationale.....	5
2.2. Objectives.....	5
2.3. Stakeholder Analysis	6
3. Subject of the evaluation	10
3.1. Subject of the Evaluation	10
3.2. Scope of the Evaluation	13
4. Evaluation approach, methodology and ethical considerations.....	14
4.1. Evaluation Questions and Criteria	14
4.2. Evaluation Approach and Methodology.....	17
4.3. Evaluability assessment	18
4.4. Ethical Considerations.....	19
4.5. Quality Assurance.....	19
5. Organization of the evaluation.....	21
5.1. Phases and Deliverables	21
5.2. Evaluation Team Composition	21
5.3. Roles and Responsibilities	22
5.4. Security Considerations	23
5.5. Communication	24
5.6. Budget.....	24
Annex 1: Map.....	25
Annex 2: Timeline	25
Annex 3: Role and Composition of the Evaluation Committee.....	29
Annex 4: Role and Composition of the Evaluation Reference Group.....	30
Annex 5: Communication and Knowledge Management Plan.....	32
Annex 6: Bibliography	35
Annex 7: Acronyms.....	36
Annex 8: CSP Logical Framework	38
Annex 9: Retrofitted Line of Sight	54

1. Background

1. These terms of reference (ToR) were prepared by the WFP Sierra Leone country office based upon an initial document review and consultation with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. The TOR is for the mid-term decentralized evaluation of the Asset creation and Livelihoods activities implemented under the WFP Sierra Leone Country Office Country Strategic Plan (CSP 2020-2024). This evaluation is commissioned by WFP Sierra Leone Country Office (SLCO) and will cover the period from January 2020 to December 2023.
3. This evaluation is an activity evaluation and aims to assess the performance of the different asset creation and livelihoods activities implemented by WFP in Sierra Leone. Under the Strategic Outcome (SO) 4 of the Sierra Leone country office CSP, WFP implemented activities including Inland Valley Swamp (IVS) development, rehabilitation of small -scale irrigation systems and cultivation of rice and nutritious crops. Targeted small holder farmer groups were provided with post-harvest management trainings and market linkages through Home-Grown School Feeding (HGSF) which improves their livelihoods, capacities and strengthens their position in the agricultural value chain. To improve integrated programming, Mother Support Groups (MSGs) under the CSP SO3 "Nutritionally vulnerable populations in targeted districts – including children, pregnant and lactating women and girls and adolescents – have improved nutritional status by 2025, in line with national targets" were supported in establishing poultry enterprises with the aim of reducing malnutrition and improving their livelihoods. These activities were implemented in the most food insecure districts and chiefdoms in Sierra Leone as identified by the 2020 Complementary Food Security and Vulnerability Assessment (CFSVA).
4. The evaluation is scheduled to take place from June 2023 to April 2024, the final report is expected to be delivered by the Evaluation Team in March 2024. The purpose of this activity evaluation is to provide the learning required to inform future programme planning beyond 2023 for SLCO, the Government of Sierra Leone as well as other partners working in the country in the livelihood support and asset creation activities.

1.2. CONTEXT

5. Sierra Leone is a low-income, food-deficit country with a population of 7 million. It ranked 181st of 191 countries in the 2021 Human Development Index¹ and has a per capita gross domestic product (GDP) of USD 516. The Human Development Index scores for men and boys (0.506) and women and girls (0.452) indicate slight gender inequality. Sierra Leone is ranked 144th of 167th countries on the 2021 Global Wealth Index². Agriculture remains the backbone of the economy, employing more than 60 percent of the population (predominantly women and girls) and is the backbone of the economy, accounting for almost half of GDP. However, many challenges persist. Rice production has declined since the late 1980s, leading to a need for significant rice imports. Between a quarter and a third of total rice consumption is imported, although there is substantial seasonal variability. Imports of other foods are also high.
6. The economy is driven largely by agriculture and mining, which have been declining over the last two decades. An estimated 5.4 million hectares – 74 percent of Sierra Leone's surface area – is considered suitable for cultivation, but less than 10 percent is utilized for crops, mainly in subsistence-based agriculture.

¹ <https://hdr.undp.org/content/human-development-report-2021-22>

² <https://www.prosperity.com/globe/sierra-leone>

7. Smallholder productivity is constrained by limited access to agricultural inputs and technologies, impaired access to markets resulting from limited road networks, lack of access to financial services, inadequate land management, natural disasters, pests and crop diseases, shortage of household labourers, and gender inequalities.
8. Sierra Leone is endowed with rich natural resources ideal for food production. However, food production systems are unsustainable and threatened by cyclical natural hazards, climate change, population growth and uncontrolled urbanization. Unpaid care and domestic work, which constitutes a fundamental component of food systems in Sierra Leone, is carried out largely by women and girls. Many young people are employed on a casual or seasonal basis, with limited access to relevant education and technical training; limited access to financing, information, and markets; and low involvement in decision making processes. These constraints lead to increased vulnerability to food insecurity, communal violence, and migration from villages to urban areas, undermining local agriculture and the economy.
9. The 2020 Comprehensive Food Security and Vulnerability Analysis (CFSVA) indicated that the overall food insecurity had increased with 4.7 (57 percent) million people being food insecure of which 963,000 (12 percent) severely food insecure and 3,790,029 (45 percent) moderately food insecure people³.
10. Severe acute malnutrition (measured by mid upper arm circumference and Oedema) stands at 1.0 percent in 2021 with no change since 2017. Global acute malnutrition rate of 5.2 in 2021 percent is also higher compared to the 5.1 percent rate in 2017. Food insecurity and malnutrition in Sierra Leone are mainly caused by limited access to nutritionally diverse foods: 77 percent of children between ages 6–23 months do not consume a diet that meets minimum dietary diversity⁴.
11. While COVID-19 has had a serious impact on livelihoods and food security, it can only be partly made responsible for the deterioration of food security over the past decade. Outdated agricultural methods, insufficient and expensive agricultural inputs contribute to low yields, whilst unacceptably high harvest and post-harvest losses, uneconomical access to markets and high food prices all contribute to food insecurity in Sierra Leone. Unaffordability of healthy foods also leads to malnutrition, forcing households to adopt unsustainable and negative coping strategies. Labour-intensive food production is the main livelihood for most rural households (77 percent). Almost all farmers (97.5 percent) use hand tools to cultivate the land, making agriculture labour-intensive, uneconomical, and subsistent livelihood activity. Only 7 percent of farmers applied chemical fertilisers, which is inadequate given the poor soil fertility. Farmers rely on environmentally degrading slash and burn land preparation methods and adoption of modern farming machinery is exceptionally slow: usage of 4-wheel tractors only increased from 0.2 percent in 2015 to 0.3 percent in 2020 and hand tractors were used by only 1.2 percent of farmers.

12. Government initiatives

The Government recognizes the importance of supporting the agriculture sector to ensure food security and access to nutrition, promote household financial stability and countrywide economic growth. As a signatory to the Comprehensive Africa Agriculture Development Programme, the Government of Sierra Leone developed its National Sustainable Agriculture Development Plan (NSADP 2010–2030), which remains the country's primary policy document on agriculture⁵. In 2021, the Ministry of Agriculture and Forestry (MAF), in collaboration with the Ministry of Finance and the Bank of Sierra Leone, set the foundation for a bold policy shift. The shift aims to revitalize private sector engagement in the agriculture sector. The thrust of the policy change is on providing agricultural financing to fund value chains of priority commodities. In 2021, the Government hopes to provide incentives to boost the rice value chain in the country, because rice is the national staple and hundreds of millions of dollars are spent every year to import it.

13. The Government's overarching policy document is the 2019–2023 Mid-Term National Development Plan⁶ which provides an overview of the macroeconomic context, including opportunities and inhibitors to growth identified policy clusters that included empowering Women, Children, Adolescents, Persons with

³ <https://docs.wfp.org/api/documents/WFP-0000129312/download/>

⁴ [Sierra Leone National Nutrition Survey 2021](#)

⁵ https://www.gafspfund.org/sites/default/files/inline-files/SL_NSADP.pdf

⁶ https://www.slurc.org/uploads/1/0/9/7/109761391/sierra_leone_national_development_plan.pdf

Disabilities and Addressing Vulnerabilities and Building Resilience. Agriculture, to promote food security, end hunger and malnutrition, and support economic growth, is a cross-cutting priority under these clusters.

14. The 2019–2023 Medium-term National Development Plan (MTNDP), within which includes a \$148.89 million National Agricultural Transformation Strategy 2019-2023, which plans to double production of rice, forestry, and livestock. Over \$200 million in funding has been sourced from the World Bank, the Food and Agricultural Organization, the European Union, and other international organizations. The government further plans to encourage mining firms to invest in agriculture in support of their mining communities and encourage banks to lend for agricultural purposes. The plan details policy actions on how to achieve the agricultural objectives of the Mid- Term National Development Plan. It has four priorities: (i) rice self-sufficiency; (ii) livestock development; (iii) crop diversification; and (iv) sustainable forest management and biodiversity conservation. There are three enabling policies: (i) improving policy coherence, joint and strategic planning, coordination, research, and resource mobilization; (ii) making youth and women catalysts for agribusiness development, and (iii) investing in transformative technology such as mechanization, irrigation, water management and remote sensing.
15. The government has encouraged private sector investments in agriculture, providing incentives and support to agribusinesses. This has led to:
 - a. increased commercialization and value addition in the agricultural sector.
 - b. Improved Access to Inputs: Efforts have been made to improve farmers' access to quality seeds, fertilizers, and other inputs through the establishment of input supply systems and subsidies.
 - c. Infrastructure Development: The government has invested in rural infrastructure development, including the construction and rehabilitation of roads, irrigation systems, and storage facilities. This aims to improve market access and reduce post-harvest losses.
 - d. Climate Change Adaptation: To address the challenges posed by climate change, the government has focused on promoting climate-smart agriculture practices. This includes the promotion of drought-resistant crop varieties, agroforestry, and sustainable land management techniques.
 - e. Farmer Support Programs: Various programs have been initiated to provide training, capacity building, and financial support to smallholder farmers. These programs aim to enhance their agricultural practices and increase productivity

Gender

16. Gender inequalities are marked and the participation of women in decision making is limited; women constitute only 12.3 percent of members of parliament. Sierra Leone ranks 162nd of 191 countries on the Gender Inequality Index.⁷
17. Although women make up 50.8 percent of the population and account for 70 percent of the agricultural labour force, they face significant discrimination in terms of ownership, access to and control of land and access to extension support, productive inputs and financial services. Women in rural areas are engaged in both farming and non-farming activities, such as caring for their children and transporting water and collecting firewood, without support from husbands and other family members in some instances. This situation results in lower productivity and a lower quality of produce for women, which in turn limits their food security and that of their children. Women are also more vulnerable to gender-based violence. All these factors hinder the economic empowerment of women and the development of the agriculture sector as a whole.

Progress Achieved

18. Sierra Leone has made significant strides in creating a legal framework for gender equality. The enactment of the Domestic Violence Act (2007) and the Sexual Offences Act (2012) aim to protect women's rights, prevent violence, and ensure access to justice.

Women's Political Representation: The country has seen improvements in women's political participation. In the 2018 general elections, women accounted for 30% of the elected members of

⁷ <https://hdr.undp.org/content/human-development-report-2021-22>

Parliament. This progress can be attributed to the introduction of gender quotas and increased awareness about the importance of women's political participation.

Education: Efforts have been made to improve girls' access to education. The government has implemented policies to promote gender equity in education, including the elimination of school fees and the establishment of initiatives such as the Girls' Access to Education program.

Economic Empowerment: Various initiatives and programs have been implemented to enhance women's economic empowerment. The establishment of the Small and Medium Enterprises Development Agency (SMEDA) has supported women entrepreneurs, providing training, access to credit, and business development services.

19. The GoSL has adopted National Policy Frameworks to promote gender mainstreaming which include: National Policy on Gender Mainstreaming (2000); National Policy on the Advancement of Women (2000); Domestic Violence Act (2007); Devolution of Estate Act (2007); The Child Rights Acts (2007); Registration of Customary Marriage and Divorce Act (2009); National Referral Protocol on Gender-Based Violence (2012); The Sexual Offences Act (2012); National Action Plan on Gender-Based Violence (2012); Sierra Leone National Action Plan for Full Implementation of United Nations, Resolutions 1325 (2000) and 1820 (2008) (SILNAP) 2010–2014; The Agenda for Prosperity (2013–2018); Implementation Plan on the Sexual Offences Act 2015; National Gender Strategic Plan: (2018–2023) and Sexual Offences (Amendment) Act 2019.
20. At the regional and international levels, Sierra Leone has adopted, signed and/or ratified a number of instruments, laws and agreements that conform to inequalities and achieve parity. They are the following: the principles of gender equality and oblige the Government to take steps to eliminate gender inequalities and achieve parity.
21. In 2022, significant progress was made by the government towards improving human rights specifically in relation to children, women's and girl's rights. These include:
 - Enactment of the Customary Land Rights Act, which gives women an equal right to own and use family land
 - Signing of the Public Election Bill 2022 into law by the president, which stipulated that one in three parliamentary candidates be women.
 - Passing of the Gender Equality and Women's Empowerment bill by parliament. It included a provision stipulating that 30% of all positions in government, and in companies with at least 25 employees, be reserved for women.
 - Child Rights Act (CRA) (2007) was revised and gazetted. It forbids Female Genital Mutilation (FGM) before age 18 and child marriage.

WFP response

22. The design of the CSP followed extensive consultations with the Government, civil society and other partners and was informed by recent evaluations, reviews and lessons learned.
23. A 2018 Decentralized Evaluation of the Protracted Relief and Recovery Operation (PRRO) 200938 recommended that WFP discontinue its annual short-term lean season safety net distributions because there was limited evidence of their effectiveness and instead shift its focus to livelihood activities such as food assistance for assets to improve the food security of vulnerable households throughout the year. The decentralized evaluation also recommended that community ownership of plots be included among the selection criteria for WFP's programme for rehabilitating agricultural assets in order to make activities more equitable for women and vulnerable people who lack access to and ownership of land. In response, WFP has strengthened participatory planning and taken the recommendation into account when identifying activity sites and designing mechanisms for ensuring the long-term and gender-equitable utilization of leased farms in order to make the project sustainable.
24. Informed by the Zero-Hunger Strategic Review and subsequent extensive consultations with key government agencies, donors and cooperating partners, WFP continued its support to smallholder farmers in addressing the challenges faced in food production and support government efforts to boost rice production under the new policy on agricultural transformation. This will create opportunities for WFP, the Government and their partners to purchase locally grown rice for a sustainable school feeding programme based on the HGSF model.

Other Humanitarian and development actors

25. NGOs such as Concern Worldwide, Catholic Relief Services, World Vision, MADAM provide support such as innovative systems of rice cultivation among smallholder farmers (e.g., provision of agricultural inputs such as tools, provision of Farmer Field Schools, System of Rice intensification (SRI) and marketing training, etc.), whilst Donors such as FAO, JICA and IFAD provide funding and capacity strengthening to the MAF.

2. Reasons for the evaluation

2.1. RATIONALE

26. The evaluation is being commissioned for the following reasons:
- To assess current performance and the extent to which the Asset Creation and Livelihood (ACL) interventions have been successfully implemented for the purposes of learning, accountability and program strengthening thereby informing course correction and improve overall implementation. To understand the appropriateness of the activity among targeted households and communities, most especially women and youth.
 - To evaluate the impact of linkages that were created between the asset creation and livelihood activity and other programming in the area of implementation (WFP or otherwise).
 - To determine the effect of the assistance (food and cash transfers) on food and nutrition security.
27. The evaluation will have the following uses for the WFP Sierra Leone Country Office, the Ministry of Agriculture and other key agricultural partners operating in Sierra Leone:
- The documentation of findings, conclusions, recommendations and identified lessons learned will guide any necessary revision of the current implementation to enable it to efficiently and effectively achieve its targets and inform the development on the new Country Strategic Plan (2025-2029).
 - Identify opportunities for WFP to strengthen the design of its asset creation and livelihood activities thereby enhancing the potential outcomes of the activities on the lives of the affected populations.
 - The evaluation recommendations will also be useful beyond WFP as national authorities and NGOs will be potential users of the results of the assessment. This can contribute to a knowledge platform of lessons learnt on strengthening resilience.
 - The evaluation will potentially serve as an advocacy tool for raising awareness of donors and partners around WFP's contributions towards the new integrated resilience framework and the Sustainable Development Goals.

2.2. OBJECTIVES

28. The Evaluations serve the dual and mutually reinforcing objectives of accountability and learning.
- **Accountability** - The evaluation will assess and report on the performance and results of the Asset creation and livelihood activities during the evaluation period. The evaluation will assess whether targeted beneficiaries (All tiers) have received services as expected, if the programs are on track to meeting their stated goals and objectives aligned with the results frameworks and assumptions.
 - **Learning** - The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices, and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated, and lessons learnt will be used to refine the project and inform further revision of the CSP, improve programme implementation, to plan the next CSP and incorporated into relevant lesson-sharing systems.
29. While both learning and accountability are objectives of the evaluation, WFP Sierra Leone places more emphasis on learning in this evaluation.

2.3. STAKEHOLDER ANALYSIS

30. The results of this evaluation will inform and benefit all relevant government ministries that implement and contribute towards agricultural activities. This includes Ministry of Agriculture and Food Security (MAFS), Ministry of Youth Affairs (MOYA), Sierra Leone Agricultural Research Institute (SLARI), among others. Particularly, WFP will work with MAFS to utilize the evidence collected from the evaluation to adaptively manage the project activities and use the results to further improve the programme design to enhance sustainability and effectiveness.
31. Internally within WFP, the evaluation results will be used by the Sierra Leone Country Office, Regional Bureau, as well as key headquarters Divisions (Resilience Division, the Performance Management and Monitoring Division, and the Office of Evaluation among others) for learning purposes.
- The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.
 - 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
WFP country office (CO) in Sierra Leone	Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The country office will be involved in using evaluation findings for programme implementation and/or in deciding on the next programme and partnerships. The findings of the evaluation will guide SLCO's integrated programming approach that brings together ACL, school feeding and nutrition moving forward.
WFP field offices in Makeni and Kenema sub offices	Key informant and primary stakeholder - Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and has direct beneficiary contact. It will be affected by the outcome of the evaluation.
Regional bureau (RB) for Dakar	Key informant and primary stakeholder - Responsible for both oversight of country offices and technical guidance and support, the regional bureau management has an interest in an

		independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the next programme; thus it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The regional evaluation officers support country office/regional bureau management to ensure quality, credible and useful decentralized evaluations. SLCO's evaluation results may support the design of other ACL programmes in the coastal region.
WFP HQ divisions		Key informant and primary stakeholder - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning and accountability.
WFP Office of Evaluation (OEV)		Primary stakeholder - The Office of Evaluation has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products. This is especially true as WFP SLCO CSPE is planned for 2024
WFP Executive Board (EB)		Primary stakeholder - the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
Beneficiaries	Beneficiaries Smallholder farming	Key informants and primary [smallholder farming households, farmer based organisations, farmer associations,

	households and their families	Agricultural Business Centres and /secondary stakeholders [short-term cash/food assistance beneficiaries⁸] - As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women and men from different groups will be determined and their respective perspectives will be sought.
	Beneficiaries - Community Contractors Youth	To bridge the gap between MOA extension workers and communities, WFP and MOA have trained a cadre of Community Youth Contractors, high performing youth from targeted communities who receive comprehensive training in agriculture and fuel and a stipend to incentivize their support to Farmer Based Organizations (FBOs).
	Beneficiaries - Mother support groups	Key informants and primary stakeholders. Six Mother Support Groups (MSGs) in Moyamba and Pujehun received support from WFP to establish small poultry enterprises. WFP supported each of the groups with construction of poultry shed, 200 layers (chicken), startup feed for three months, training and medication.
Government of Sierra Leone (Ministry of Agriculture, Youth Affairs, Sierra Leone Agricultural Research Institute)		Key informants and primary stakeholder - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. The Ministry of Agriculture partners in the design and implementation of WFP asset creation and livelihood activities. WFP works with MOA at HQ level (strategic, quality assurance and oversight) and at district-level for day-to-day implementation and monitoring of activities. WFP mostly works with MOA Extension and Agricultural Engineering divisions. The main designation responsible for daily implementation are Block Extension Supervisors and Field Extension Workers. WFP also collaborated with the Ministry of Youth Affairs to support the Youth in Agriculture initiative. WFP is partnering with SLARI to undertake soil tests of the Inland Valley Swamps that assisted smallholders cultivate, in addition to multiplication of improved planting materials.

⁸ Beneficiaries who join the project to engage in labour intensive irrigation system development who engage only for the short-term food assistance benefits, but who are not long-term beneficiaries of the Asset Creation and Livelihood programme

United Nations country team (UNCT, FAO, IFAD and JICA)	Secondary stakeholder - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. In practice, ACL programme has limited substantive engagement with other UN partners.
JICA	WFP has an active Memorandum of Cooperation with JICA and has substantively collaborated to undertake irrigation system development activities, albeit at a limited scale. At a more significant scale, WFP and JICA have collaborated to train MOA extension staff and smallholder farmers in improved agronomic practices and post-harvest management.
Non-governmental organizations (NGOs) Action Against Hunger, Welthungerhilfe (WHH), CONCERN, MADAM, GIZ and World Vision International	Key informants and primary stakeholder - NGOs are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation. Although SLCO does not work with NGO CPs for project implementation, WFP has indirectly worked with Action Against Hunger. Many NGO CPs have participated in the development of Community Action Plans.
Donors Government of Japan, EU, Irish AID, SRAC	Primary/secondary stakeholders - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes. Government of Japan and PBF have been the largest contributors to ACL. Implementation of ACL has also received some important contributions under the SRAC mechanism.
Private-sector Socfin, Vimetco, Sierra Rutile, Natural Habitat	WFP indirectly worked with private-sector companies (large-scale oil palm plantation and mining companies in Moyamba and Pujehun districts).

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

32. WFP established a presence in Sierra Leone providing humanitarian assistance in 1968. With the operational environment constantly changing, WFP has transitioned from humanitarian to relief assistance following the end of the civil war in 2002, and now with the eventual implementation of a five-year Country Strategic Plan (CSP 2020-2024) development portfolio that includes Asset Creation and Livelihood support to smallholder farmers. WFP will move towards sustainable outcomes, including strengthening Government systems and institutional capacity at all levels by aligning the CSP with national development priorities and strategies of the Government of Sierra Leone as established in the Medium-Term National Development Plan (MTNDP) 2019-2023 as well as targeting achievement of the 2030 Agenda.
33. To specifically improve implementation of asset creation and livelihood activities, WFP SLCO developed strategic outcome 4 (Smallholder farmers and communities in targeted areas have resilient livelihoods that better meet their food security and nutrition needs by 2030) within the CSP.
34. This outcome aims to build self-reliance and resilience of vulnerable smallholder farmers and communities, thereby enabling them to better meet their food and nutrition security needs. Activities include asset creation: the development and rehabilitation of Inland Valley Swamps (IVS) to support year-round cultivation of rice and nutritious vegetables, nutrition sensitive agriculture and gender-transformative approaches, supporting farmers to grow nutritious vegetables, provision of training to farmers in improved agronomic practices, post-harvest management, value addition, and fostering of market access through integrated pro-smallholder.
35. The development and implementation of this outcome is specifically informed by recommendations of the 2018 PRRO Decentralized Evaluation⁹, a 2019 Zero Hunger Strategic Review 2019¹⁰, the results of the 2020 Comprehensive Food Security and Vulnerability Analysis (CFSVA) 2020, the Bi-annual Food Security Monitoring Systems (FSMSs) and Cadre Harmonize (CH) and through continuous consultation with the government, donors and other development partners.
36. To provide integrated resilience building support to smallholder farmers, WFP in partnership with the Ministry of Agriculture and Food Security (MAFS) from 2020 – 2023 supported vulnerable smallholder farmers across seven districts (Koinadugu, Tonkolili, Kambia, Moyamba, Pujehun, and Kenema) (Annex 1) to develop and rehabilitate small-scale irrigation systems in inland valley swamps and cultivate to support year round cultivation with rice and nutritious crops using improved climate-smart production method. Unlike upland cultivation which only yields one rice harvest per year (average of 0.9MT/hectare), due to continuous availability of water, inland valley swamps can be cultivated throughout the year. This provides up to three harvests of rice (average of 2.4MT/hectare), in addition to the production of vegetables and legumes during the dry season. Labour intensity of irrigation system rehabilitation and development, WFP provided food assistance for assets (FFA) to bridge the hunger gap. Construction work of irrigation systems (community assets) was mostly undertaken by young men and women, with MAFS providing technical oversight. In total, WFP and MAFS supported the rehabilitation and development of 1,200 hectares of inland valley swamps.
37. The long-term viability of IVS is determined by the health of the water catchment area. To restore and protect water availability in IVS, the project revegetated degraded water catchment areas by planting 21,000 economic trees.
38. WFP provided training to MAFS extension workers, Community Youth Contractors (CYCs) and farmers through Farmer Field School Approach. The trainings include, IVS development, Technical Package for

⁹ https://docs.wfp.org/api/documents/WFP-0000071700/download/?_ga=2.244760652.834837721.1688472745-765785923.1686847334

¹⁰ https://docs.wfp.org/api/documents/WFP-0000110108/download/?_ga=2.182568431.834837721.1688472745-765785923.1686847334

- Rice Production (TPRP), improved agronomic practices in vegetable cultivation, post-harvest management and market linkage.
39. To ensure a holistic approach that strengthens the position of Sierra Leonean smallholders in agricultural value chains, WFP built capacities in post-harvest management and processing through the donation of post-harvest management equipment, training, and linking FBOs to the Home-Grown School Feeding and other markets. From 2020 – 2023, smallholder farmers sold over 300 metric tons (MT) of locally produced rice and 253MT of fresh vegetables to WFP's Home-Grown School Feeding Programme.
 40. To diversify livelihoods, improve nutrition and create inter-linkages with crop farmers, WFP assisted six mother support groups (MSGs) to establish poultry enterprises in December 2021.
 41. To enhance the financial inclusion of smallholder farmers, particularly women in remote rural communities, WFP also supported the farmer groups to establish village savings and loans association (VSLA) in 2022 – 2023.
 42. WFP also supported MAFS district extension workers with technical capacity strengthening in food security programming, Daily Subsistence Allowance (DSA), fuel, and to augment their service delivery to farmer groups within their respective districts.
 43. Given limited MAFS extension workers and to pave the way for long-term sustainability, the project developed the capacities of influential young people in targeted communities who served as Community Youth Contractors (CYCs). CYCs were nominated by their communities, with their suitability in turn appraised by WFP and MAFS. Once selected, CYCs were trained in irrigation system development and management, TPRP, improved practices to cultivate nutritious crops, compost production and post-harvest management. This innovative, community-centered approach is of interest to the broader sector given its perceived effectiveness, low-cost, scalability and sustainability.
 44. The integration of Gender Equality and Women's Empowerment (GEWE) was a central component in the design of the programme and was consistently incorporated throughout the implementation of the Asset Creation and Livelihood activities from 2020 to 2023. Initially, in 2020 and 2021, each farmer group comprised a minimum of 30 percent women. However, the participation of women was lower compared to men, primarily due to the demanding nature of IVS development, which required significant physical labour. Additionally, cultural beliefs attributed this type of work to men.
 45. Accountability to affected populations, protection and sensitivity to conflict was mainstreamed throughout the implementation of the programme through WFP Sierra Leone's robust Beneficiary Feed Back Mechanism (BFM) through which complaints, issues were received, logged and addressed.
 46. In 2022, the ACL activities reached 35,535 beneficiaries representing 53% of the planned numbers. Table 2 depicts the number of planned and actual beneficiaries under the ALC activities from 2020 to 2022. Additional outputs will be provided at the inception phase.

Table 2: ACL planned vs actual beneficiaries during the CSP

Year	Planned			Actual		
	Male	Female	Total	Male	Actual	Total
2020	12,599	13,651	26,250	9,653	10,457	16,350
2021	40,512	43,888	84,400	15,341	16,619	31,960
2022	32,400	35,100	67,500	17,056	18,479	35,535

47. The cost of the ACL activities was estimated at USD 1.9 million in 2022.

Table 3: ACL planned vs actual costs during the CSP – USD – Millions

Year	Needs Based Plan	Implementation plan	Available Resources	Expenditure
2020	2,087,244	1,370,604	2,166,180	1,381,057
2021	3,576,603	1,691,211	3,872,928	1,652,871
2022	5,531,823	2,562,426	4,923,351	1,998,577

Table 4: Livelihoods Indicators

Strategic Outcome 2: Smallholder farmers and communities in targeted areas have resilient livelihoods to better meet food security and nutrition needs by 2030		
Activity 3: Provide an integrated resilience building support to smallholder farmers, including farmer-based organizations and women groups		
Outputs:		
<ul style="list-style-type: none"> • Smallholder farmers, particularly women and youth and community members receive conditional food or cash-based transfers to enhance their livelihoods. • Community members, particularly women and youths, equitably benefit from productive assets that improve their livelihoods and resilience to natural shocks and climate change, including supporting women and youth to access land and productive resources. • Smallholder farmers, particularly women and youth, equitably benefit from WFP support in farming techniques, post-harvest value addition and market promotion for HGSF in order to increase their productivity and incomes. • Smallholder farmers, particularly women and youth receive gender-transformative social and behaviour change communications and information that promote the production, purchase and consumption of nutrient-rich food. 		
Outcome Indicators	Cross Cutting Indicators20	Output Indicators
<ul style="list-style-type: none"> • Food consumption score • Consumption-based coping strategy index • Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base • Food consumption score - nutrition • Livelihood coping strategies for food security • Economic capacity to meet essential needs • Value of smallholder sales through WFP-supported aggregation systems • Average percentage of smallholder post-harvest losses at the storage stage • Percentage of targeted smallholder farmers reporting increased production of nutritious crops • Volume of smallholder sales through WFP-supported aggregation systems 	<ul style="list-style-type: none"> • Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes • Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes • Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance • Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality • Percentage of food assistance decision making entity members who are women • Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA • Proportion of field-level agreements 	<ul style="list-style-type: none"> • Number of people receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers under food assistance for assets (complementary with ILO, UNDP, World Bank, UNHCR, UNICEF) • Total value of cash transferred to people • Quantity of food provided to people enrolled in food assistance for assets activities • Total value (USD) of capacity strengthening transfers • Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure • Number of smallholder farmers supported with training, inputs, equipment and infrastructure • Total membership of supported smallholder farmer aggregation systems • Number of smallholder farmer aggregation systems supported • Number of agricultural and post-harvest inputs,

	(FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks	equipment and infrastructures provided • Number of people reached through interpersonal social and behaviour change communication approaches (complementary with UNICEF, FAO, WFP, WHO)
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Figure 1: Depiction of Assistance in the WFP Sierra Leone Line of Sight

SIERRA LEONE CSP 2020–2024					
Strategic Result 1 – Access to food (SDG Target 2.1)		Strategic Result 2 – End all forms of malnutrition (SDG Target 2.2)		Strategic Result 3 – Smallholder productivity and incomes (SDG Target 2.3)	
Crisis response	Resilience building	Root causes	Resilience building	Resilience building	Crisis response
Strategic outcome 1 Crisis-affected populations in Sierra Leone are able to meet their basic food and nutrition requirements during and in the aftermath of crises.	Strategic outcome 2 Primary school children in targeted areas have access to adequate and nutritious food throughout the year.	Strategic outcome 3 Nutritionally vulnerable populations in targeted districts – including children, pregnant and lactating women and girls and adolescents – have improved nutritional status by 2025, in line with national targets.	Strategic outcome 4 Smallholder farmers and communities in targeted areas have resilient livelihoods that better meet their food security and nutrition needs by 2030.	Strategic outcome 5 National and subnational institutions have strengthened capacities to manage food security and nutrition programmes by 2024.	OUTCOME 6: Humanitarian and development partners have access to common services throughout the year
Budget SO 1: USD 33.9 million	Budget SO 2: USD 33.8 million	Budget SO 3: USD 8.9 million	Budget SO 4: USD 10.2 million	Budget SO 5: USD 6.5 million	Budget SO 6: USD 0.6 million
OUTPUTS <ul style="list-style-type: none"> Crisis-affected households (tier 1) receive timely and adequate nutritious food and/or cash-based transfers that meet their basic food and nutrition needs (output category A; linked to activity 1). Crisis-affected beneficiaries (Tier 1) receive timely and adequate specialized nutrition food and treat malnutrition (output category B). Crisis-affected beneficiaries (tier 1) receive gender-responsive social and behaviour change communication messaging to improve nutrition-related practices (output category E). Crisis-affected populations (tier 1) receive timely livelihood support that enables them to recover from crisis and increase their resilience to shocks (output category D; linked to Strategic Result 3). ACTIVITY 1: Provide food and nutrition assistance to crisis-affected households and support their recovery needs (activity category 1; modalities: food and/or cash-based transfers).	OUTPUTS <ul style="list-style-type: none"> Primary school children (tier 1) receive timely and adequate nutritious school meals that meet their food and nutrition requirements (output category A; linked to activity 1) and support school attendance (SDG 4). Primary school children (tier 1) receive gender-responsive social behaviour change communications to enhance their knowledge and practices in nutrition and food security (output category E). School children (tier 1) benefit from strengthened Government capacity to implement the national school feeding programme and access to free and quality primary education (SDG 4). ACTIVITY 2: Provide nutritious school feeding to primary school children and support the implementation of an integrated school feeding programme (activity category 4; modalities: food, capacity-strengthening, cash-based transfers).	OUTPUTS <ul style="list-style-type: none"> Tiered children aged 6–23 months and pregnant and lactating women and girls (tier 1) receive adequate and timely specialized nutritious foods that improve their dietary intake (output category B). Targeted beneficiaries, including pregnant and lactating women and girls (tier 1), receive gender-responsive social behaviour change communications on nutrition that improve maternal, infant and young child nutrition practices. Vulnerable populations (tier 3) benefit from strengthened capacities of peripheral health units on health and nutrition (output category C) to provide access to adequate health services. ACTIVITY 4: Provide comprehensive malnutrition prevention support, including complementary food and nutrition messaging, while strengthening the capacity of peripheral health units and staff in the area of health and nutrition (activity category 6; modalities: food, cash-based transfers, capacity-strengthening).	OUTPUTS <ul style="list-style-type: none"> Smallholder farmers and community members (tier 1) receive conditional food or cash-based transfers to enhance their livelihoods (Strategic Result 3). Community members (tier 2) equitably benefit from productive assets that improve their livelihoods and resilience to natural shocks and climate change (output category D). Smallholder farmers (tier 1) equitably benefit from WFP support in farming techniques, post-harvest value addition and market promotion for home-grown school feeding in order to increase their productivity and incomes (output category F; linked to Strategic Result 3). Smallholder farmers (tier 1) receive gender-transformative social behaviour change communications and information to promote production, purchase, and consumption of nutrient-rich food (output category E). ACTIVITY 5: Provide integrated resilience-building support to smallholder farmers, including farmers' organizations and women's groups (activity category 2; modalities: food, cash-based transfers, capacity-strengthening).	OUTPUTS <ul style="list-style-type: none"> Populations in Sierra Leone (tier 3) benefit from an enhanced national disaster management system that enables them to receive timely assistance from the Government (output category G). Targeted populations, including schoolchildren (tier 3), benefit from strengthened government capacity in food security, school feeding and nutrition that enables progress towards zero hunger (output category M) (Strategic Result 5). ACTIVITY 6: Provide support to strengthen Government capacity in food security and nutrition – including in disaster management and response, school feeding and nutrition (activity category 9; modality: capacity-strengthening).	OUTPUTS <ul style="list-style-type: none"> Food insecure people (Tier 3) in targeted areas benefit from WFP Supply Chain services to humanitarian and development partners (output category H) in order to promptly receive life-saving food assistance (SR8). Food insecure people (Tier 3) in targeted areas benefit from WFP ICT services to humanitarian and development partners (output category H) in order to promptly receive life-saving food assistance (SR8). ACTIVITY 7: Provide supply chain and ICT services to humanitarian and development partners (activity category 10; Modality: service delivery)
TOTAL BUDGET: USD 94.2 million					

3.2. SCOPE OF THE EVALUATION

48. The evaluation will cover all aspects of WFP Sierra Leone's asset creations and livelihood activities including its design, implementation, monitoring and evaluation as relevant to answer the evaluation questions. The evaluation timeframe is therefore January 2020 which is the official start date of the CSP implementation through data collection in December 2023.
49. Components: this is an activity evaluation and as such will encompass livelihoods activities alone as referenced in strategic outcome 4 (activity 5) of the WFP Sierra Leone Country Strategic Plan.
 - Provision of food assistance (in-kind food and CBT) to incentivize IVS development
 - Capacity strengthening of farmers in Technical Package for Rice Production (TPRP), Nutrition Sensitive Agriculture, compost preparation, Post-Harvest Management and Market Linkage.
 - Capacity strengthening of communities through the Community Youth Contractor model.
 - Supporting farmer groups to form Village Savings and Loan Associations
 - Capacity strengthening of MAFS district extension workers through trainings, provision of equipment and technical backstopping.

50. Specific target groups: The asset creation and livelihoods activities specifically target adult women and men (able-bodied 18 years or older) as participants, however the people we serve may include girls and boys and people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities). Host and displaced population dynamics should be considered when reviewing target groups.
51. Gender Equality and Empowerment of Women (GEEW): The evaluation team will have a specific focus on gender dynamics. Analysis should consider the differences within target groups, like age (children, youth, adult), gender.
52. The evaluation will target all implementation areas across seven districts (Koinadugu, Tonkolili, Kambia, Moyamba, Pujehun, and Kenema) in Sierra Leone.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

53. The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the asset creation and livelihood activities, with a view to informing future strategic and operational decisions.
54. The evaluation should analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate.
55. The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability and Coherence. In particular, criteria to be prioritized will be those of Relevance, Effectiveness and Sustainability. Gender Equality and Empowerment of Women should be mainstreamed throughout.

Table 5: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 – To what extent is the intervention relevant the needs and priorities of the government, targeted population and stakeholders?		Relevance
1.1	Was WFP's targeting criteria consistent with the needs of the key target groups (women and men) based on geographic vulnerabilities/needs/food insecurity (?) as well as activity design and objectives?	Relevance
1.2	To what extent have the design, planning and implementation of the activities been participatory, inclusive, gender-sensitive, and considerate of protection risks, (i.e., did it consider the communities' preferences, rural/ gender and age equality, women's empowerment, do no harm approaches, and safe and dignified access to assistance)?, what the barriers are and for whom, and most importantly what could be done to break these barriers.	Relevance

1.3	To what extent have lessons learned based on previous WFP asset creation and livelihood activities informed the current asset creation and livelihoods activity adjustments/redesign and positively contributed to improvements in the approach? (Before 2017, 2017-2020)	Relevance
1.4	How do communities perceive and compare the added value of the capacity building activities (incl. asset distribution) compared to food assistance ? What are the possible explanations for this?	Relevance
1.5	To what extent were environmental concerns and the effects of climate change taken into account in the design and implementation of the activity, and what effects or shifts can be observed?	Relevance / Impact
EQ2 - To what extent has the intervention achieved, or is expected to achieve, its objectives and outcomes		[Effectiveness]
2.1.	Is the achievement of outcomes leading to/likely to lead to meeting intervention objectives in line with planned targets after 3 years?	Effectiveness
2.2.	What have been the major factors (including COVID-19), positively or negatively influencing the achievements of outputs and outcomes of the activities, and to what extent did they do that?	Effectiveness
2.3.	Were results delivered to specific groups including men, women and people living with disabilities or other marginalised groups?	Effectiveness
EQ3 - To what extent did the intervention achieve an optimal use of the budget and time allocated?		[Efficiency]
3.1	Were the activities efficiently implemented (specifically timeliness of implementation, adequacy of inputs and cost effectiveness)?	Efficiency / Effectiveness
3.2	To what extent did the monetary and non-monetary contributions from the government and other donors enable the intervention to be implemented in an efficient manner?	Efficiency
3.3	What are the most efficient FBO set-ups and are there best practice examples of FBO set-up and organisation that could be adopted in current or future projects?	Efficiency
3.4	How efficient was WFP in linking farmers to its own procurement systems (rice procurement), its other projects (e.g. vegetables for school feeding) and local markets, and how did this impact farmers revenues and gains?	Efficiency / Effectiveness

3.5	How effective and efficient is the Community Youth Contractor model to build the capacities of smallholder farmers?	Efficiency / Effectiveness
EQ4 - To what extent is the intervention appropriate/compatible with other interventions in a country, sector or institutions?		Coherence
4.1	To what extent is WFP's work coherent and aligned with national and sector wide priorities, policies, strategies and programmes? In particular the alignment and interdependencies with agricultural policy	Coherence
4.2	What have been the synergies between WFP supported programmes and the interventions from Civil society, UN wider programmes, etc. especially in regard to using the results of the CBPP and what could be done to enhance these even further?	Coherence
4.3	Was the activity adequately aligned with WFP Sierra Leone CSP overall especially in terms of linking with School Feeding and Nutrition programmes?	Coherence / Relevance / Effectiveness
EQ5 - To what extent has the intervention generated or is expected to generate significant positive or negative effects, intended or unintended, at a higher level?		[Impact]
5.1	To what extent are communities reporting positive and negative effects of the interventions and appropriation?	Impact
5.2	What were the intended and unintended effects and consequences of the intervention on project communities and others? - What long-term effects have been, or are likely to be, realized for community and household agriculture and nutrition behaviour?	Impact
5.3	Has the WFP asset creation and livelihood interventions empowered or developed and supported female leadership and independence of targeted populations?	Impact
EQ6 - To what extent will the activities and achievements of the intervention be sustained long-term?		[Sustainability]
6.1.	How have the activities built capacities and systems for the programmes to continue? Are there needs or gaps to be covered so that the government can pursue the programme without WFP support?	Sustainability
6.2	To what extent are the benefits of the activities likely to continue after WFP support has ceased? Specifically, what	Sustainability

	is the sense of ownership within the communities and on the level of individual farmers?	
6.3	What are key success factors in the programme design, selection, set-up and implementation to ensure community and household commitment?	Sustainability
6.4	To what extent are the target groups and/or relevant local authorities/institutions able to afford the maintenance or replacement of the technologies/services/outputs introduced by the project? What are measures that could support this?	Sustainability
6.5	To what extent are key structures (FBOs, agricultural extensionist network, the CYCs, the mother support groups, local leaders and other local structures) that were established by the project or existed active to the sustainability of project activities beyond WFP and other humanitarian support? - To what extent did the project promote or advance local and national ownership and leadership?	Sustainability
6.6	How sustainable are the environmental impact of the programme and what could be modified to enhance sustainability?	Sustainability

56. During the inception phase, the evaluation team will refine and finalise the evaluation questions and expand them with sub-questions as needed. The evaluation team will then develop an appropriate evaluation and analytical approach for the evaluation. They will choose appropriate indicators, data collection tools and analytical methods for each evaluation question. This should be documented systematically in an Evaluation Matrix¹¹, which is one of the outputs of the Inception phase.

4.2. EVALUATION APPROACH AND METHODOLOGY

57. The methodology will be designed by the evaluation team during the inception phase. The Country Office is particularly interested in receiving technical proposals putting forward innovative evaluation approaches. Proposals employing approaches that differ from the traditionally used ones but are as good or eventually even better adapted to the evaluation purpose and context are strongly encouraged. The methodology should:

- Employ the relevant evaluation criteria above, namely relevance, effectiveness, efficiency, impact, sustainability and coherence.
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders' groups participate and that their different voices are heard and used
- Ensure specifically affected populations have a voice and are heard clearly in the evaluation
- The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a

¹¹ The Evaluation Matrix should be included in an annex of the inception report and is one of the key products reviewed by Evaluation Reference Group and approved by the Chair of the Evaluation Committee as part of the inception report.

range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.).

- It will take into account any challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).
58. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible.
- Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.
 - The evaluation findings, conclusions and recommendations must reflect gender and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/challenges/recommendations for conducting gender and equity-responsive evaluations in the future.
59. Specific aspects to incorporate in the methodology and evaluation design, as mentioned in this TOR, are
- Inclusion of the communities WFP serves.
 - Expansion of international humanitarian principles applications.
 - Assurances of ethical approaches and safeguards.
60. The following mechanisms for independence and impartiality will be employed
- Evaluation Committee, chaired by the Country Director.
 - Evaluation Reference Group.
61. The following potential risks to the methodology have been identified:
- Data gaps as well as unavailability of focal staff. The Inception report will need to include potential mitigation measures based on the assessment of the evaluation team, including e.g. postponed remote interviews.
 - Language barriers will create the need for translation. The evaluation team is expected to integrate field translation needs into their planning and budget according to the different regions (Southern and Eastern regions- Mende, North-west and Northern regions- Temne and Yalunka.)
 - Network connectivity issues in WFP operational areas may limit real-time communication during site visits.
 - Among the main limitations in terms of data, qualitative information is limited, and primary data collection will be needed. It is expected that the evaluation will also collect information from other stakeholders through interviews, focus group discussions and review of documentation.

4.3. EVALUABILITY ASSESSMENT

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

63. The following are the sources of information available to the evaluation team. The sources provide both quantitative and qualitative information, and should be expanded by the evaluation team during the inception phase:

- Country Strategic Plan (2020-2024) (approved October 2019)
- Line of Sight (LoS)
- Country Strategic Plan (2020-2024), Budget Revision 2
- Country Strategic Plan (2020-2024), Budget Revision 3
- Comprehensive Food Security and Vulnerability Analysis reports: 2015 and 2020
- Food Security Monitoring survey reports: Jan 2019, Jan 2020, Jun 2020, Aug 2021 and Feb 2022
- Annual Country Reports: 2019, 2020, 2021 and 2022.
- Food Security Outcome Monitoring reports 2019 to 2023
- Joint Essential Needs Assessment and Food Security Outcome Monitoring report September October 2020*
- Japan Bilateral baseline and endline reports
- Post Distribution monitoring reports for asset creation and livelihoods sites
- Back to office reports from missions to livelihoods sites undertaken by protection or programme units, hub teams, etc.
- Programme briefs and reports for the asset creation and livelihoods activity
- Agreements with livelihoods partners for implementation in 2018
- Zero Hunger Strategic Review.
- Partner reports.
- Annual Performance Plans for asset creation and livelihood activities

These key documents along with any additional results will be available in a document library.

4.4. ETHICAL CONSIDERATIONS

64. 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.
65. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.
66. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the asset creation and livelihood activities nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

4.5. QUALITY ASSURANCE

67. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance

will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

68. 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.
69. 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.
70. 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.
71. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),^[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.
72. 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.
73. 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.
74. 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.
75. 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.
76. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

77. Table 6 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 5: Summary timeline – key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	Jul – Aug 2023	Preparation of ToR Selection of the evaluation team & contracting	Evaluation manager with support from RBD Evaluation Unit
2. Inception	Sep – Nov 2023	Document review Inception mission Inception report in line with DEQAS standards	Evaluation team
3. Data collection	Nov – Dec 2023	Fieldwork Exit debriefing (internal) Debriefing presentations with stakeholder input (internal and ERG)	Evaluation team
4. Reporting	Jan – Mar 2024	Data analysis and report drafting Comments process Evaluation report	Evaluation team
Dissemination and follow-up	Apr 2024	Management response Dissemination of the evaluation report	Sierra Leone CO Management Evaluation manager with support from RBD and Communications

5.2. EVALUATION TEAM COMPOSITION

78. The evaluation team is expected to include two members, the team leader (International) and a national evaluator (National Expert Senior). 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. It is highly recommended but not mandatory that at least one team member should have WFP experience.

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

- Programming or conducting evaluations
- Working with or evaluating WFP programmes
- Livelihoods and/or integrated resilience programming in development context
- Nutrition-sensitive programming
- Protection and accountability to affected populations
- Capacity strengthening
- Environmental impact
- Transfer modalities (i.e., in-kind and cash-based)
- The triple nexus and New Way of Working (e.g., understanding linkages or contributions to peace and stability, social cohesion, sustainability, transitions from humanitarian to development, etc.)
- Good knowledge of gender, equity and wider inclusion issues
- Local languages (Krio, Temne, Mende and Yalunka)

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 Sierra Leone context

- Strong evaluation experience using qualitative and quantitative approaches
- Fluency in spoken and written English
- Strong ethical standards
- Strong analytical and communication skills

80. The team leader (International) will have expertise in one of the key competencies listed above as well as demonstrated minimum 12 years of experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

81. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

82. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with WFP Sierra Leone CO evaluation manager (Allison M. Dumbuya). The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

83. The WFP Sierra Leone CO **management (Yvonne FORSEN Director)** will take responsibility to:

- Assign an evaluation manager for the evaluation
- Compose the internal evaluation committee and the evaluation reference group (see below)
- Approve the final ToR, inception and evaluation reports
- Approve the evaluation team selection
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team

- Organize and participate in two separate debriefings, one internal and one with external stakeholders
 - Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.
84. The **evaluation manager (Allison M. Dumbuya, RAM) with support from RBD Regional Evaluation Unit** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.
85. An internal **evaluation committee** is formed to help ensure the independence and impartiality of the evaluation. Annex 3 provides further information on the composition of the evaluation committee.
86. An **evaluation reference group (ERG)** is formed as an advisory body with representation from key internal and external stakeholders for the evaluation and refer to Annex 3 where list of members is available. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.
87. **The regional bureau:** the regional bureau will take responsibility to:
- Advise the evaluation manager and provide support to the evaluation process where appropriate
 - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required
 - Provide comments on the draft ToR, inception and evaluation reports
 - Support the preparation of a management response to the evaluation and track the implementation of the recommendations.
88. While the regional evaluation officer Alexandra PIROLA, Evaluation Officer RBD will perform most of the above responsibilities, other regional bureau-relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.
89. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner UN agencies)** will be included in the process to ensure accountability and to provide oversight.
90. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.4. SECURITY CONSIDERATIONS

91. **Security clearance** where required is to be obtained from Sierra Leone WFP CO.
- Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.

- As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.
- All planned field work must be coordinated with the relevant WFP area offices to ensure the safety and security of the Evaluation team during the field activities. The evaluation manager will be assisting the evaluation team to ensure a smooth implementation process.
- The security situation in Sierra Leone is normally calm. The evaluation team should dress conservatively, and it is advisable for female evaluators and translators to lead Focus Group Discussions (FGDs) with women only respondents. Criminal activity is widespread across urban areas in Sierra Leone, with the main threat to foreign travellers and expatriates being primarily non-violent, opportunistic crime (petty crime such as pick-pocketing and bag snatching in urban areas)

5.5. COMMUNICATION

92. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.
93. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
94. Based on the stakeholder analysis, the communication and knowledge management plan identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.
95. The evaluation team will be responsible for developing infographics for dissemination of the evaluation findings. The cost will be included in the budget.
96. 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.

5.6. BUDGET

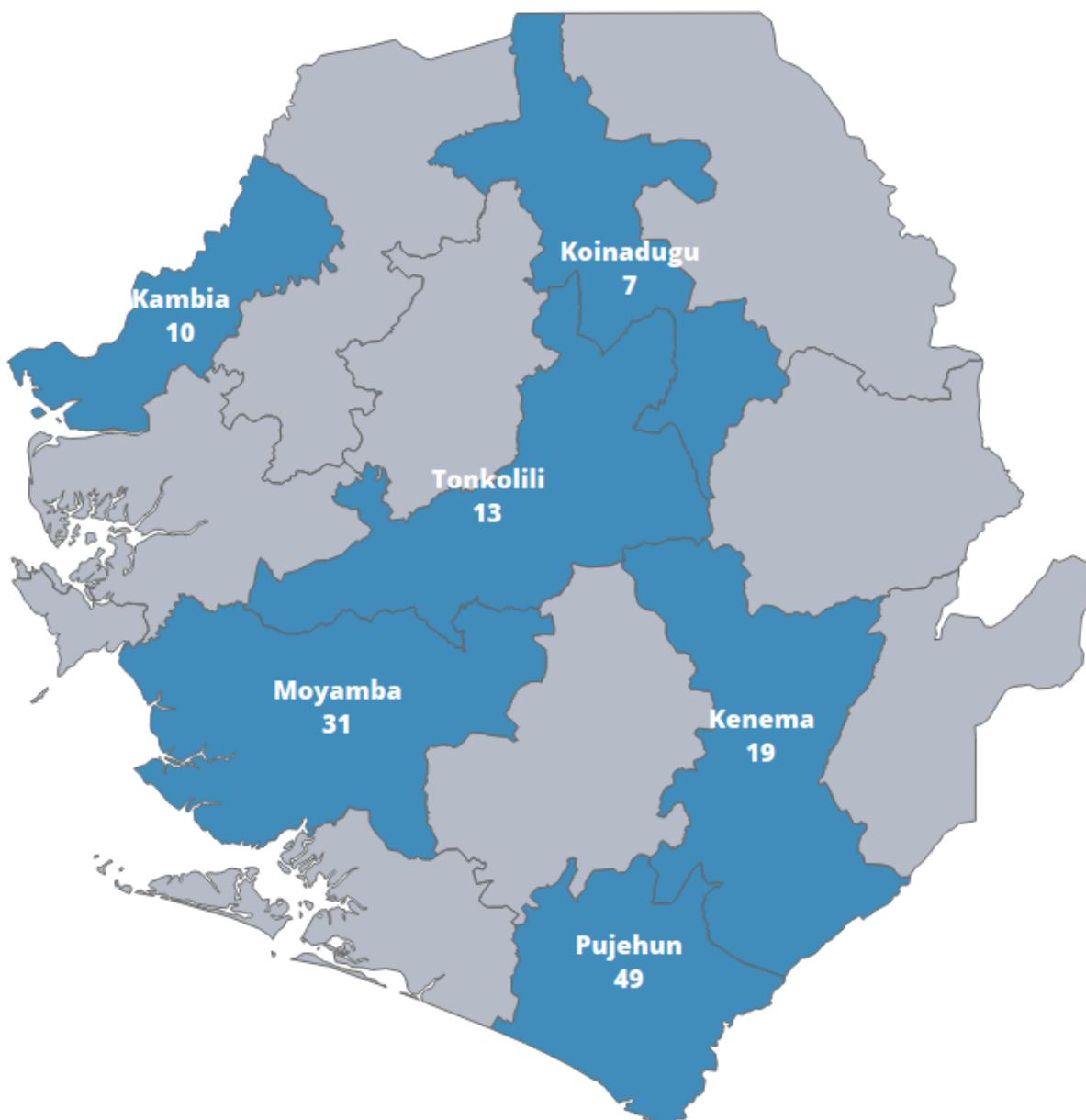
97. The evaluation will be financed from the WFP Sierra Leone Country office with additional budget from the Contingency Evaluation Fund (CEF).
98. The offer must include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). Travel/subsistence/other direct expenses will be accounted for in the proposed budget. In country movement (Data collection) will be facilitated by the CO.
99. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Please send any queries to **Allison M. Dumbuya** at allison.dumbuya@wfp.org.

Annexes

Annex 1: Map

Number of communities supported per Districts



Annex 2: Timeline

Timeline will be updated after TORs is reviewed by ERG.

	Phases, deliverables and timeline	Key dates	
Phase 1 - Preparation		Jul - Aug 2023	
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	7 th Jun 2023	
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	20 th Jun 2023	
EM	Review draft ToR based on DEQS and REO feedback and share with ERG and EC Chair	5 th Jul 2023	
EM	Start identification of evaluation team	June 2023	
ERG	Review and comment on draft ToR	10 th Jul 2023	
EM	Review draft ToR based on ERG comments received and submit final ToR to EC Chair	12 th Jul 2023	
EC Chair	Approve the final ToR and share with ERG and key stakeholders	14 th Jul 2023	
Procurement	Launch mini-bid process with identified LTA	24 th Jul 2023	
EM	Assess evaluation proposals and recommends team selection	28 th Jul 2023	
EM	Evaluation team recruitment/contracting	9 th Aug 2023	
EC Chair	Approve evaluation team selection and recruitment of evaluation team	16 th Aug 2023	
Phase 2 - Inception		Sept - Nov 2023	
EM/TL	Brief core team	4 th Sept 2023	
ET	Desk review of key documents	5 th Sept 2023	
ET	Draft inception report	26 th Oct 2023	
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	6 th Oct 2023	
ET	Review draft IR based on feedback received by DEQS, EM and REO	16 th Oct 2023	

EM	Share revised IR with ERG	17 th Oct 2023	
ERG	Review and comment on draft IR	20 th Oct 2023	
EM	Consolidate comments	24 th Oct 2023	
ET	Review draft IR based on feedback received and submit final revised IR	31 st Oct 2023	
EM	Review final IR and submit to the evaluation committee for approval	3 rd Nov 2023	
EC Chair	Approve final IR and share with ERG for information	10 th Nov 2023	
Phase 3 – Data collection		Nov 2023 - Dec 2023	
EC Chair/ EM	Brief the evaluation team at CO	20 th Nov 2023	
ET	Data collection	22 nd Nov 2023	
ET	In-country debriefing (s)	7 th Dec 2023	
Phase 4 – Data analysis and Reporting		Jan – Mar 2024	
ET	Draft evaluation report	10 th Jan 2024	
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	11 th Jan 2024	
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	1 st Feb 2024	
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	5 th Feb 2024	
ERG	Review and comment on draft ER	8 th Feb 2024	
EM	Consolidate comments received	12 th Feb 2024	
ET	Review draft ER based on feedback received and submit final revised ER	19 th Feb 2024	
EM	Review final revised ER and submit to the evaluation committee	23 rd Feb 2024	
EC Chair	Approve final evaluation report and share with key stakeholders for information	5 th Mar 2024	
Phase 5 - Dissemination and follow-up		Apr 2024	
EC Chair	Prepare management response	2 nd Apr 2024	

EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call		
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Annex 3: Role and Composition of the Evaluation Committee

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. 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/Deputy Country Director (CD/DCD) who will be the chair of the committee.

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

- The Country Director or Deputy Country Director (Chair of the Evaluation Committee)
- Evaluation manager (Evaluation Committee Secretariat)
- Head of Programme or programme officer(s) directly in charge of the subject(s) of evaluation
- Regional evaluation officer (REO)
- Country office monitoring and evaluation (M&E) officer (if different from the evaluation manager)
- Country office procurement officer (if the evaluation is contracted to a firm)
- Other staff considered useful for this process.

Function	Title	Name
Evaluation Committee Chair	Country Director	Yvonne FORSEN
Evaluation Manager	Monitoring Associate	Allison DUMBUYA
Member	RAM Officer	Serdar YESILDAG
Member	VAM Officer	BallahMusa KANDEH
Member	Regional Evaluation Officer	Alexandra PIROLA
Member	Head of Programme	William HOPKINS
Member	Finance Officer	Mohamed T KAMARA
Member	Budget and Programming officer	Michael STANLEY
Member	Programme Officer, Livelihoods	Abu M. JALLOH
Member	Head Of Sub office Kenema	Celina AUKO
Member	Head Of Sub office Makeni	Alex OGENRWOTH
Member	Procurement Officer	Lilian SENESSIE
Member	Communication Associate	Francis BOIMA

Annex 4: Role and Composition of the Evaluation Reference Group

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

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

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

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

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

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

Composition

Country office	Name
Core members: <ul style="list-style-type: none"> • Country Director or Deputy Country Director (Chair) • Evaluation Manager (secretary or delegated chair) • Head of Programme • Head of M&E (if different from EM) • Head of Supply Chain Unit • Other CO staff with relevant expertise e.g. nutrition, resilience, gender, school feeding, partnerships • Area/Field Office Representative(s) • Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&E profile) 	Yvonne FORSEN Allison DUMBUYA William Hopkins Serdar YESILDAG John CLEMENTS Abum Jalloh, Alex OGENRWOTH, Celina AUKO, MAF, JICA, FAO, IFAD, MADAM, TDS, UNCDF, UNDP
Government, NGOs and donor partner(s) (with knowledge of the intervention and ideally an M&E profile)	Name
<ul style="list-style-type: none"> • MAF • JICA • FAO • IFAD • MADAM • WHH 	Michael Kalainkay Endo KANA Harding WUYANGO Joseph BRIMA Mohamed S. Conte Gospell Matondi
Regional bureau	Name
Core members: <ul style="list-style-type: none"> • Regional Evaluation Officer • Regional Monitoring Advisor • A member of the Regional Programme Unit • Regional Gender Adviser • Regional Head of VAM and/or Monitoring • Regional Programme Officers (cash-based transfers/social protection/resilience and livelihoods) 	Claudia SCHWARZE, Alexandra PIROLA, Isabelle CONFESSON Noha MOHAMED Cheikh SAMB Ramatoulaye DIEYE Ollo SIB Adamouounteni ISSAKA
Headquarters (optional)	Name

Annex 5: Communication and Knowledge Management Plan

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

	and visual thinking ¹	and programme staff; Evaluation Reference Group; partners	and Team Leader		recommendations
	Final Evaluation report	Evaluation Reference Group; WFP Management; donors and partners; Evaluation community; WFP employees; general public	Evaluation manager	Email; WFPgo; WFP.org; Evaluation Network platforms (e.g. UNEG, ALNAP)	To inform key stakeholders of the final main product from the evaluation and make the report available publicly
Dissemination & Follow-up	Draft Management Response	Evaluation Reference Group; CO Programme staff; CO M&E staff; Senior Regional Programme Adviser	Evaluation manager	Email and/or a webinar	To discuss the commissioning office's actions to address the evaluation recommendations and elicit comments
	Final Management Response	Evaluation Reference Group; WFP Management; WFP employees; general public	Evaluation manager	Email; WFPgo; WFP.org;	To ensure that all relevant staff are informed of the commitments made on taking actions and make the Management Response publicly available
Dissemination & Follow-up (Associated Content)	Evaluation Brief	WFP Management; WFP employees; donors and partners; National decision-makers	Evaluation manager	WFP.org, WFPgo	To disseminate evaluation findings
	Infographics	Donors and partners; Evaluation community; National decision-	Evaluation Team	WFP.org, WFPgo; Evaluation Network platforms (e.g.	

		makers; Affected populations, beneficiaries and communities; General public		UNEG, ALNAP); Newsletter	
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Annex 6: Bibliography

Annex 7: Acronyms

AAP	AAP Accountability towards Affected People
ACL	Asset Creation and Livelihoods
CBT	CBT Cash-Based Transfers
CD	Country Director
CFW	Cash For Work
CFSVA	Comprehensive Food Security and Vulnerability Assessment
CO	Country Office
CP	Cooperating Partners
CSP	Country Strategic Plan
DAC	Development Assistance Committee
DCD	Deputy Country Director
DE	Decentralized Evaluation
DEQAS	Decentralized Evaluation Quality Assurance System
DSA	Daily Subsistence Allowance
EB	Executive Board
EC	Evaluation Committee
EM	Evaluation Manager
ER	Evaluation Report
ERG	Evaluation Reference Group
EQ	Evaluation Question
EQAS	The WFP's evaluation quality assurance system
ET	Evaluation Team
FAO	Food and Agriculture Organisation of United Nations
FBO	Farmer Based Organization
FFA	Food for Asset
FFT	Food for Training
FGM	Female genital mutilation
FLA	Field Level Agreement
FSMS	Food Security Monitoring System
FSOM	Food Security Outcome Monitoring
GBV	Gender based violence
GDP	Gross Domestic Product
GEEW	Gender equality and women's empowerment
NGO	Non-Governmental organization
HW	Head Quarter
ICA	Integrated Context Analysis
ICSP	Interim Country Strategic Plan
IR	Inception Report
LTA	Long-term agreements
M&E	Monitoring and Evaluation
NDP	National Development Plan
OEV	Office of Evaluation

QA	Quality Assurance
QC	Quality checklist
QS	Quality Support
RB	Regional Bureau
REO	Regional Evaluation Officer
SDG	Sustainable Development Goals
SO	Strategic Outcome
TICSP	Transitional Interim Country Strategic Plan
TL	Team Leader
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDSS	UN Department of Safety & Security system
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
VAM	Vulnerability Analysis Mapping
WFP	World Food Programme
WHH	Welt hunger hilfe
WHO	World Health Organization

Annex 8: CSP Logical Framework

Logframe

Country		WBS Code	Description	WINGS / Short Description	Category	Tags	Assumptions	Status
Sierra Leone	Logframe (version 3.0) Type: csp-based	SL02	Sierra Leone (2020 Jan - 2024 Dec)			Gender marker: 3 Fully integrates gender		RB Approved
Sierra Leone	Strategic Goal 1		Support countries to achieve zero hunger		SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture			
Sierra Leone	Strategic Objective 1		End hunger by protecting access to food					
Sierra Leone	Strategic Result 2.1	SL02.01	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	

Sierra Leone	Strategic Result 1 National SDG Target		<p>-National result: End hunger and ensure access to safe, nutritious and sufficient food during periods of crisis (Draft Sierra Leone ZHSR/ New Direction: Free and Quality Education)- SO1</p> <p>-National result: Every child enrolled in a pre-school, public primary school and public junior secondary school shall be provided with one nutritious meal on every school day that the child attends school (draft National School Feeding Policy). - SO2</p>					
Sierra Leone	Strategic Outcome 02	SL02.01.021	Primary school children in targeted areas have access to adequate and nutritious food throughout the year.	Pri. Sch. feeding	1.1: Maintained/enhanced individual and household access to adequate food	- Focus: Resilience Building	-Food is procured, shipped and delivered on time -Adequate funding is available	approved
Sierra Leone	Outcome Indicator 1.1.1		Food Consumption Score					
Sierra Leone	Outcome Indicator 1.1.10		Enrolment rate					
Sierra Leone	Outcome Indicator 1.1.11		Attendance rate (new)					
Sierra Leone	Outcome Indicator 1.1.67		SABER School Feeding National Capacity (new)					
Sierra Leone	Outcome Indicator 1.1.68		Retention rate / Drop-out rate (new)					
Sierra Leone	Activity 02	SL02.01.021. SMP1	Provide nutritious school feeding to primary school children and support the implementation of an integrated school feeding programme (activity category 4; modalities: food, capacity-strengthening, cash-based transfers).	02 WFP sch feeding.	SMP: School meal activities	- Focus: Resilience Building		approved

Sierra Leone	Output		Primary school children (tier 1) receive gender-responsive social behaviour change communications to enhance their knowledge and practices in nutrition and food security (output category E)					
Sierra Leone	Output Indicator E*.4		Number of people reached through interpersonal SBCC approaches		E*: Social and behaviour change communication (SBCC) delivered			
Sierra Leone	Output		Primary school children (tier 1) receive timely and adequate nutritious school meals that meet their food and nutrition requirements (output category A; linked to activity 1) and support school attendance (SDG 4).					
Sierra Leone	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		A: Resources transferred			
Sierra Leone	Output Indicator A.2		Quantity of food provided		A: Resources transferred			
Sierra Leone	Output Indicator A.5		Quantity of non-food items distributed		A: Resources transferred			
Sierra Leone	Output Indicator A.6		Number of institutional sites assisted		A: Resources transferred			
Sierra Leone	Output Indicator A.8		Number of rations provided		A: Resources transferred			
Sierra Leone	Output		School children (tier 3) benefit from strengthened Government capacity to implement the national school feeding programme and access to free and quality primary education (SDG 4)					
Sierra Leone	Output Indicator N*.1		Feeding days as percentage of total school days		N*: School feeding provided			

Sierra Leone	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			
Sierra Leone	Activity 03	SL02.01.021. CPA1	Provide assistance to the Government-led national school feeding programme	03 Govt School Feeding	CPA: Service provision and platforms activities	- Focus: Resilience Building		approved
Sierra Leone	Output		"School children benefit from strengthened Government capacity to implement the national school feeding programme and access to free and quality primary education (SDG 4)."					
Sierra Leone	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			
Sierra Leone	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			
Sierra Leone	Strategic Objective 3		Achieve food security					
Sierra Leone	Strategic Result 2.3	SL02.03	Smallholders have improved food security and nutrition (Strategic Plan Code 3)	Smallholders have improved food security	SDG Target: 2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family			approved

					farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment			
Sierra Leone	Strategic Result 3 National SDG Target		National result: Improved infrastructures and value addition of food products and enhanced access to markets to ensure reduced post-harvest losses (New Direction: Agriculture & Economic Diversification) - SO4					
Sierra Leone	Strategic Outcome 04	SL02.03.041	Smallholder farmers and communities in targeted areas have resilient livelihoods to better meet food security and nutrition needs by 2030	Food sec. & nutri. needs by 2030 met	3.1: Increased smallholder production and sales	- Nutrition Sensitive - Focus: Resilience Building	No climactic shocks affecting food production Government and partners providing complementary inputs Markets	approved

							are functioning	
Sierra Leone	Outcome Indicator 3.1.12		Food Consumption Score – Nutrition			Nutrition Sensitive		
Sierra Leone	Outcome Indicator 3.1.2		Rate of smallholder post-harvest losses					
Sierra Leone	Outcome Indicator 3.1.22		Value and volume of smallholder sales through WFP-supported aggregation systems					
Sierra Leone	Outcome Indicator 3.1.24		Economic capacity to meet essential needs (new)					
Sierra Leone	Outcome Indicator 3.1.5		Food Consumption Score					
Sierra Leone	Outcome Indicator 3.1.6.2		Consumption-based Coping Strategy Index (Average)					
Sierra Leone	Outcome Indicator 3.1.6.4		Livelihood-based Coping Strategy Index (Average)					
Sierra Leone	Outcome Indicator 3.1.7		Food expenditure share					
Sierra Leone	Outcome Indicator 3.1.8		Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base					
Sierra Leone	Outcome Indicator 3.1.9		Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer			Nutrition Sensitive		
Sierra Leone	Activity 05	SL02.03.041. ACL1	Provide an integrated resilience building support to smallholder farmers, including farmer-based organizations and women groups	05 res. building to s/holder farmers	ACL: Asset creation and livelihood support activities	- Focus: Resilience Building		approved

Sierra Leone	Output		Community members, particularly women and youths, equitably benefit from productive assets that improve their livelihoods and resilience to natural shocks and climate change, including supporting women and youth to access land and productive resources.					
Sierra Leone	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			
Sierra Leone	Output		Smallholder farmers, particularly women and youth and community members receive conditional food or cash-based transfers to enhance their livelihoods.					
Sierra Leone	Output Indicator A.1		Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers		A: Resources transferred			
Sierra Leone	Output Indicator A.2		Quantity of food provided		A: Resources transferred			
Sierra Leone	Output Indicator A.3		Total amount of cash transferred to targeted beneficiaries		A: Resources transferred			
Sierra Leone	Output Indicator A.10*		Total value (USD) of capacity strengthening transfers		A: Resources transferred			
Sierra Leone	Output		Smallholder farmers, particularly women and youth, equitably benefit from WFP support in farming techniques, post harvest value addition and market promotion for HGSF in order to increase their productivity and incomes.					
Sierra Leone	Output Indicator F.1		Number of smallholder farmers supported/trained		F: Purchases from smallholders completed			
Sierra Leone	Output Indicator F.4		Quantity of food purchased locally from pro-smallholder aggregation systems		F: Purchases from smallholders completed			

Sierra Leone	Output		Smallholder farmers, particularly women and youth receive gender-transformative social and behaviour change communications and information that promote the production, purchase and consumption of nutrient-rich food.					
Sierra Leone	Output Indicator E*.4		Number of people reached through interpersonal SBCC approaches		E*: Social and behaviour change communication (SBCC) delivered			
Sierra Leone	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			
Sierra Leone	Strategic Objective 4		Support SDG implementation					
Sierra Leone	Strategic Result 17.9	SL02.05	Countries have strengthened capacity to implement the SDGs (Strategic Plan Code 5)	Countries have strengthened capacity to	SDG Target: 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all			approved

					the Sustainable Development Goals, including through North-South, South-South and triangular cooperation			
Sierra Leone	Strategic Result 5 National SDG Target		National result: Strengthened government capacity to respond to shocks and support communities in resilient livelihoods (New Direction: Environment). - SO5					
Sierra Leone	Strategic Outcome 05	SL02.05.051	National and subnational institutions have strengthened capacities to manage food security and nutrition programmes by 2024	Nat. insti. capacities strengthened	5.1: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations	- Focus: Resilience Building	Governme nt including district level authorities in education and disaster management are engaged. -Technical staff are available -Funding is available	approved
Sierra Leone	Outcome Indicator 5.1.14		Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)					
Sierra Leone	Outcome Indicator 5.1.21		Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews					
Sierra Leone	Outcome Indicator 5.1.3		Emergency Preparedness Capacity Index					

Sierra Leone	Activity 06	SL02.05.051. CSI1	Provide support to strengthen Government capacity in food security and nutrition - including in disaster management and response, school feeding and nutrition (activity category 9; modality: capacity-strengthening)	06 Provide capacity support to Govt.	CSI: Institutional capacity strengthening activities	- Focus: Resilience Building		approved
Sierra Leone	Output		Populations in Sierra Leone benefit from an enhanced national disaster management system in order to receive timely assistance from the government.					
Sierra Leone	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			
Sierra Leone	Output Indicator C.8*		USD 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			
Sierra Leone	Output		Targeted populations, including schoolchildren (tier 3), benefit from strengthened government capacity in food security, school feeding and nutrition that enables progress towards zero hunger (output category M) (Strategic Result 5)					
Sierra Leone	Output Indicator M.1		Number of national coordination mechanisms supported		M: National coordination mechanisms supported			
Sierra Leone	Strategic Objective 5		Partner for SDG results					

Sierra Leone	Strategic Result 17.16	SL02.08	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
Sierra Leone	Strategic Result 8 National SDG Target		SDG 17.16					
Sierra Leone	Strategic Outcome 06	SL02.08.061	Humanitarian and development partners have access to common services throughout the year	Access to common services for partners	8.1: Enhanced common coordination platforms	- Focus: Crisis Response	NA	approved
Sierra Leone	Outcome Indicator 8.1.1		User satisfaction rate					
Sierra Leone	Activity 07	SL02.08.061. CPA1	07: Provide supply chain and ICT services to humanitarian and development partners	07 Supply chain & ICT support to partner	CPA: Service provision and platforms activities	- Focus: Crisis Response		approved
Sierra Leone	Output		Food insecure people (Tier 3) in targeted areas benefit from WFP ICT services to humanitarian and development partners in order to					

			promptly receive life-saving food assistance (SR8)					
Sierra Leone	Output Indicator H.8		Number of emergency telecoms and information and communications technology (ICT) systems established, by type		H: Shared services and platforms provided			
Sierra Leone	Output		Food insecure people (Tier 3) in targeted areas benefit from WFP Supply Chain services to humanitarian and development partners in order to promptly receive life-saving food assistance (SR8)					
Sierra Leone	Output Indicator H.1		Number of shared services provided, by type		H: Shared services and platforms provided			
Sierra Leone	Output Indicator H.2		Number of WFP-led clusters operational, by type		H: Shared services and platforms provided			
Sierra Leone	Output Indicator H.4		Total volume of cargo transported		H: Shared services and platforms provided			
Sierra Leone	Output Indicator H.14		Number of transport and storage services provided to partners, by type		H: Shared services and platforms provided			

Country		WBS Code	Description	WINGS / Short Description	Category	Tags	Assumptions	Status
Sierra Leone	Logframe (version 3.0) Type: csp-based	SL02	Sierra Leone (2020 Jan - 2024 Dec)			Gender marker: 3 Fully integrates gender		RB Approved
Sierra Leone	Strategic Goal 1		Support countries to achieve zero hunger		SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture			
Sierra Leone	Cross-cutting Result C.1				Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences			
Sierra Leone	Cross-cutting Indicator C.1.1		Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)					

Sierra Leone	Cross-cutting Indicator C.1.2		Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements					
Sierra Leone	Cross-cutting Result C.2				Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity			
Sierra Leone	Cross-cutting Indicator C.2.2		Proportion of targeted people receiving assistance without safety challenges (new)					
Sierra Leone	Cross-cutting Indicator C.2.3		Proportion of targeted people who report that WFP programmes are dignified (new)					
Sierra Leone	Cross-cutting Indicator C.2.4		Proportion of targeted people having unhindered access to WFP programmes (new)					
Sierra Leone	Cross-cutting Result C.3				Improved gender equality and women's empowerment among WFP-assisted population			
Sierra Leone	Cross-cutting Indicator C.3.1		Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality					

Sierra Leone	Cross-cutting Indicator C.3.2		Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women					
Sierra Leone	Cross-cutting Indicator C.3.3		Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity					
Sierra Leone	Cross-cutting Result C.4				Targeted communities benefit from WFP programmes in a manner that does not harm the environment			
Sierra Leone	Cross-cutting Indicator C.4.1		Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified					

Annex 9: Retrofitted Line of Sight

SIERRA LEONE (2020-2024)						HQ/RB/CO / 30 June 2022
SDG 2	SDG 2	SDG 2	SDG 2	SDG 17	SDG 17	
2.1 Access to Food	2.1 Access to Food	2.2 End Malnutrition	2.3 Smallholder Productivity	17.9 Capacity Strengthening	17.16 Enhance Global Partnerships	
UNSDCF / HRP	UNSDCF / HRP	UNSDCF / HRP	UNSDCF / HRP	UNSDCF / HRP	UNSDCF / HRP	UNSDCF / HRP
CRISIS RESPONSE	RESILIENCE BUILDING	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	CRISIS RESPONSE
SO1: People are better able to meet their urgent food and nutriton needs	SO2: People have better nutrition, health & education outcomes	SO2: People have better nutrition, health & education outcomes	SO3: People have improved & sustainable livelihoods	SO4: National programmes & systems are strengthened	SO5: Humanitarian & development actors are more efficient & effective	
CSP OUTCOME 1 Crisis-affected populations in Sierra Leone are able to meet their basic food and nutrition requirements during and in the aftermath of crises	CSP OUTCOME 2 Primary school children in targeted areas have access to adequate and nutritious food throughout the year	CSP OUTCOME 3 Nutritionally vulnerable populations in targeted districts – including children, pregnant and lactating women and girls and adolescents – have improved nutritional status by 2025, in line with national targets	CSP OUTCOME 4 Smallholder farmers and communities in targeted areas have resilient livelihoods that better meet their food security and nutrition needs by 2030	CSP OUTCOME 5 National and subnational institutions have strengthened capacities to manage food security and nutrition programmes by 2024	CSP OUTCOME 6 Humanitarian and development partners have access to common services throughout the year	
UDBs SO1: # BUDGET SO1: \$33.9 million	UDBs SO2: # BUDGET SO2: \$33.8 million	UDBs SO3: # BUDGET SO3: \$8.9 million	UDBs SO4: # BUDGET SO4: \$10.2 million	UDBs SO5: # BUDGET SO5: \$6.5 million	UDBs SO6: # BUDGET SO6: \$0.6 million	

<p>OUTPUT 1: Crisis-affected households receive timely and adequate nutritious food and/or cash-based transfers that meet their basic food and nutrition needs.</p> <p>A. Resources transferred Output 1.1</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 5: Primary school children receive timely and adequate nutritious school meals that meet their food and nutrition requirements and support school attendance.</p> <p>A. Resources transferred Output 2.3</p> <p>Secondary SDG targets: 4</p>	<p>OUTPUT 9: Targeted children aged 6-23 months and pregnant and lactating women and girls receive adequate and timely specialized nutritious foods that improve their dietary intake.</p> <p>A. Resources transferred B. Nutritious foods provided Output 2.2</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 12: Smallholder farmers and community members receive conditional food or cash-based transfers to enhance their livelihoods.</p> <p>A. Resources transferred Output 3.1</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 16: Populations in Sierra Leone benefit from an enhanced national disaster management system that enables them to receive timely assistance from the Government.</p> <p>C. Capacity development and technical support provided Output 4.2</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 18: Food insecure people in targeted areas benefit from WFP Supply Chain services to humanitarian and development partners in order to promptly receive life-saving food assistance</p> <p>H. Shared services and platforms provided Output 5.2</p> <p>Add reference one or more secondary SDG targets</p>
<p>OUTPUT 2: Crisis-affected beneficiaries receive timely and adequate specialized nutritious food treat malnutrition.</p> <p>B. Nutritious foods provided Output 1.2</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 6: Primary school children receive gender-responsive social behaviour change communications to enhance their knowledge and practices in nutrition and food security.</p> <p>E. Social and behaviour change communication (SBCC) provided Output 2.3</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 10: Targeted beneficiaries, including pregnant and lactating women and girls, receive gender-responsive social behaviour change communications on nutrition that improve maternal, infant and young child nutrition practices.</p> <p>E. Social and behaviour change communication (SBCC) provided Output 2.2</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 13: Community members equitably benefit from productive assets that improve their livelihoods and resilience to natural shocks and climate change.</p> <p>D. Assets created Output 3.1</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 17: Targeted populations, including schoolchildren, benefit from strengthened government capacity in food security, school feeding and nutrition that enables progress towards zero hunger.</p> <p>C. Capacity development and technical support provided Output 4.1</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 19: Food insecure people in targeted areas benefit from WFP ICT services to humanitarian and development partners in order to promptly receive life-saving food assistance</p> <p>H. Shared services and platforms provided Output 5.2</p> <p>Add reference one or more secondary SDG targets</p>
<p>OUTPUT 3: Crisis-affected beneficiaries receive gender-responsive social and behaviour change communication messaging to improve nutrition-related practices.</p> <p>E. Social and behaviour change communication (SBCC) provided Output 1.2</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 7: School children benefit from strengthened Government capacity to implement the national school feeding programme and access to free and quality primary education.</p> <p>N. School feeding provided Output 2.3</p> <p>Secondary SDG targets: 4</p>	<p>OUTPUT 11: Vulnerable populations benefit from strengthened capacities of peripheral health units on health and nutrition to provide access to adequate health services.</p> <p>C. Capacity development and technical support provided Output 2.2</p> <p>Add reference one or more secondary SDG targets</p>	<p>OUTPUT 14: Smallholder farmers equitably benefit from WFP support in farming techniques, post-harvest value addition and market promotion for home-grown school feeding in order to increase their productivity and incomes.</p> <p>F. Smallholder farmers supported Output 3.3</p> <p>Add reference one or more secondary SDG targets</p>	<p>Activity 6 Provide support to strengthen Government capacity in food security and nutrition - including in disaster management and response, school feeding and nutrition.</p> <p>1.10. Social protection sector support (SPS)</p> <p>Activity 7 Provide supply chain and ICT services to humanitarian and development partners</p> <p>2.4. On-demand services (ODS) Modality: Service Delivery</p> <p>Modality: Capacity Strengthening</p>	

<p>OUTPUT 4: Crisis-affected populations receive timely livelihood support that enables them to recover from crisis and increase their resilience to shocks.</p> <p>D. Assets created Output 1.1</p> <p>Secondary SDG targets: 2.3</p>	<p>Activity 2 Provide nutritious school feeding to primary school children and support the implementation of an integrated school feeding programme.</p> <p>1.5. School based programmes (SMP)</p> <p>Modality: Food; CBT &/or Vouchers; Capacity Strengthening</p>	<p>Activity 4 Provide comprehensive malnutrition prevention support, including complementary food and nutrition messaging, while strengthening the capacity of peripheral health units and staff in the area of health and nutrition.</p> <p>1.3. Malnutrition prevention programme (NPA)</p> <p>Modality: Food; CBT &/or Vouchers; Capacity Strengthening</p>	<p>OUTPUT 15: Smallholder farmers receive gender-transformative social behaviour change communications and information, to promote production, purchase and consumption of nutrient-rich food.</p> <p>E. Social and behaviour change communication (SBCC) provided Output 3.3</p> <p>Add reference one or more secondary SDG targets</p>
<p>Activity 1 Provide food and nutrition assistance to crisis-affected households and support their recovery needs (activity category 1; modalities: food and/or cash-based transfers).</p> <p>1.2. Unconditional resource transfers (URT)</p> <p>Modality: Food; CBT &/or Vouchers</p>	<p>OUTPUT 8: School children benefit from strengthened Government capacity to implement the national school feeding programme and access to free and quality primary education.</p> <p>C. Capacity development and technical support provided Output 2.3</p> <p>Secondary SDG targets: 4</p>	<p>Activity 3 Provide assistance to the Government-led national school feeding programme.</p> <p>2.4. On-demand services (ODS)</p> <p>Modality: Food; Capacity Strengthening; Service Delivery</p>	<p>Activity 5 Provide integrated resilience-building support to smallholder farmers, including farmers' organizations and women's groups.</p> <p>1.6. Community and household asset creation (ACL)</p> <p>Modality: Food; CBT &/or Vouchers; Capacity Strengthening</p>

Cross-cutting priorities (AAP, Gender equality & Women's empowerment, Nutrition integration, Environmental sustainability)

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