

Decentralized Evaluation of Cash-Based Transfers Pilot in Liberia in 2021

Decentralized Evaluation Terms of Reference

WFP Liberia



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1. Background

1. These terms of reference (ToR) were prepared by the United Nation's World Food Programme (WFP) based in Liberia, 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 consultant and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These terms of reference are for the evaluation of Cash-Based Transfer (CBT) pilot program in Liberia. The decentralized evaluation takes place at the end of the intervention, two years after the implementation of the CBT pilot intervention. This pilot intervention was adopted to serve 25 percent of those who receive school feeding¹ through Take Home Rations (THRs) and targeted the households of children going to schools in the Nimba and Maryland counties, during the academic year of 2020-2021. The evaluation will thus cover both counties and will cover the period from January 2021, when CBT pilot activities started, up to the evaluation data collection phase, expected to take place in October 2023. This evaluation is commissioned by WFP Liberia.

1.2. CONTEXT²

The Economic & Social Context

3. With an estimated gross domestic product (GDP) per capita of USD 805.37 in 2023³ and a Global Hunger Index score of 32.4 in 2022⁴, Liberia is a least-developed, low-income, and food-deficit country. Its population of approximately 4.5 million is almost evenly distributed between males and females, with a gender ratio of 0.99. Pervasive poverty affects 50.9 percent⁵ of the population, contributing to Liberia's ranking of 178 of 191 on the 2022 Human Development Index.
4. The Republic of Liberia faces a series of endogenous shocks including strong dependence on primary commodities with highly volatile prices, further exacerbated by the impact of price rise due to the conflict in Ukraine, on top of that, the country is driven by declining external assistance, weak domestic revenue generation, and limited expenditure adjustments. Food insecurity is widespread with an estimated 373,230 people facing acute levels of food insecurity i.e., IPC 3 (Crisis) and IPC 4 (Emergency) (Cadre Harmonisé, November 2022). Overall, 63 percent of the population are multidimensional poor (with women more affected), 30 percent of children aged 6-59 months are stunted, and three percent are acutely malnourished⁶.
5. Unemployment remains widespread, ranging between 80 and 85 percent (males: 77 percent; females: 94.1 percent).⁵ Over 68 percent of employed Liberians work in the informal sector, without regular wages or benefits and with significant gender disparities (males: 69 percent; females: 90.9 percent)⁷.
6. Most Liberians, especially women, depend on agriculture-related activities for their livelihoods. Women account for 80 percent of agricultural labour force. More than 76 percent of rural households have low diet diversity,⁸ indicating that actions to improve access to food should focus on promoting the inclusion of vegetables, fruits, pulses, and animal source foods in their diets.
7. The civil conflicts between 1989 and 2003 resulted in the death of more than 250,000 people and the forced displacement of a third of the population, with negative impacts on the country's economy

¹ WFP piloted home-grown school feeding (HGSF) 2016 with 6 schools and increased to 12 schools in 2017 and 62 schools 2018/2019 and currently 180 schools in 2023. An evaluation of HGSF is not done yet due to its limited scope and intermittent pipeline breaks.

² Source: WFP Liberia Country Strategic Plan 2019-2023; <https://www.wfp.org/operations/lr02-liberia-country-strategic-plan-2019-2023>

³ <https://www.imf.org/external/datamapper/profile/LBR>

⁴ Source: Global Hunger Index 2022: Liberia <https://www.globalhungerindex.org/liberia>

⁵ LISGIS, et al. (2017). Household Income and Expenditure Survey 2016. Monrovia, Liberia. Statistical Abstract

⁶ LISGIS et al. (2021). Liberia Demographic and Health Survey 2020. Monrovia, Liberia.

⁷ Ministry of Labour of Liberia. (2011). Report on the Liberia Labour Force Survey 2010.

⁸ Comprehensive Food Security and Nutrition Survey, 2018

and overall development. Liberia's post-conflict recovery and development was further disrupted by the 2014/2015 outbreak of Ebola virus disease, which caused almost 4,000 deaths – the highest ever Ebola death toll in West Africa.

Education

8. Challenges abound in the education sector. Despite some progress in access and gender parity in primary education, retention remains a problem, with regional disparities. Liberia has 912,000 pupils enrolled in primary and secondary education, of which 74 percent are enrolled in primary education, with many over-age students. Only 60 percent of students that start primary school finish (girls: 54.1 percent; boys: 63.2 percent). Net enrolment in primary school is 37.7 percent (girls: 36.4 percent; boys: 39 percent).⁹ Liberia's literacy rate of 47.6 percent ranks the country 156th in the world, with 32.8 percent of women literate compared to 62.4 percent of men. This gender disparity is also exhibited in young adults, with 44 percent of females literate compared to 64.7 percent of males.

Health

9. Liberia's healthcare delivery system is among the poorest in the world, contributing to high rates of malnutrition, communicable diseases, and mortality. Access to sexual and reproductive health services is particularly challenging. Approximately 43,000 people aged 15 and above are living with HIV, of whom 53 percent are women.¹⁰

Political context

10. Despite significant progress in recent years, as evidenced by the peaceful 2017 election and the withdrawal of the United Nations Mission in Liberia, the country is still considered fragile, with a high risk of relapsing into crisis if the current peace and socio-economic stability are not carefully nurtured. Persistent challenges include the legacy of nearly two decades of civil war and a lack of inclusion (only 12.3 percent of lower house representatives are women). Furthermore, the Mano River region is exposed to multiple exogenous climatic, conflict, and disaster risks. Liberia is particularly vulnerable to floods, windstorms, fires, sea erosion, landslides, and environmental degradation, and it suffers from poor natural resource management.
11. These factors continue to hinder Liberia's efforts to become less fragile and undermine stability and peace.

WFP Liberia Operations

12. WFP Liberia Country Strategic Plan articulates WFP's engagement in the country from 2019 to 2023 in support of the Government's efforts to end hunger (Sustainable Development Goal 2) and to achieve all the Sustainable Development Goals through global partnership (Goal 17). Through its CSP, WFP aims to transition from humanitarian assistance towards resilience building interventions with a focus on home-grown school feeding through strengthening smallholders farmers capacity and increased country capacity strengthening for the Government and communities to ensure ownership and sustainability.
13. Increased partnerships with national counterparts, development partners, regional and subregional institutions, United Nations agencies and other key stakeholders remain the cornerstone of WFP's work in Liberia. The strategic shift has been informed by the 2017 national zero hunger strategic review, extensive multi-stakeholder and government consultations and lessons learned from past WFP activities.

⁹ Liberia Ministry of Education, Education Management Information System, 2015. Of 912,000 pupils, 441,000 are girls and 471,000 are boys.

¹⁰ Joint United Nations Programme on HIV/AIDS. 2017. Available from: <https://www.aidsdatahub.org/un-aids-data-2017-un-aids-2017-0>.

14. Consistent with the Government's priorities as set out in the 2018 Pro-Poor Agenda for Prosperity and Development, other sectoral policies and the 2018–2023 United Nations Sustainable Development Cooperation Framework for Liberia, WFP Liberia CSP is built around three interrelated strategic outcomes designed to contribute to WFP's strategic results 1 and 5:
15. Strategic outcome 1: *Food-insecure populations, including school-age children in targeted areas, have access to adequate and nutritious food, including food produced locally, by 2030.*
16. Strategic outcome 2: *Crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises.*
17. Strategic outcome 3: *National and subnational institutions have strengthened capacities to design and manage food security and nutrition, social protection, emergency preparedness and response and disaster risk management systems by 2030.*
18. Strategic Outcome 4: *Humanitarian and development partners have access to common services throughout the year*

2. Reasons for the evaluation

2.1. RATIONALE

19. The evaluation is being commissioned for the following reasons: I) in the context of renewed emphasis on providing evidence and accountability for results, WFP Liberia aims at building evidence related to its intervention approach and results in the domain of Cash based Transfer (CBT) interventions.; II) the findings of the evaluation will contribute to laying the foundation for the scale-up of CBT within and beyond the school feeding programme, as envisioned by the Liberia Country Strategic Plan.
20. This evaluation has been timed to ensure that findings can feed into future decisions on implementation of CBT modalities in the current Country Strategic Plan and design of the next CSP.
21. The evaluation will have the following uses for the WFP Liberia and other key stakeholders to:
 - Inform scale-up of the Cash Based Transfer (CBT) as a modality that can apply to different activities, specifically school feeding programme, resilience, and crisis response throughout the current and future CSP in Liberia.
 - Identify opportunities for WFP to strengthen the design of its CBT activities for school feeding programme (Take Home Rations, THR) thereby enhancing the potential outcomes of the activities on the lives of the affected populations.
 - Serve as an advocacy tool for raising donors and partners awareness around WFP's efforts to ensure successful CBT implementation and contributions towards the New Way of Working and the Sustainable Development Goals.

2.2. OBJECTIVES

22. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of the Cash Based Transfers (CBT) activities for School Feeding Programme (Take Home Rations, THR), with a particular focus on the performance the WFP CBT process and tools, as well as related results.
 - **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices, and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.
 - While both learning and accountability are objectives of the evaluation, WFP Liberia places more emphasis on learning in this evaluation. The use of Cash Based Transfers is a relatively new effort in the Liberian context. As such the evaluation will place particular emphasis on documenting the factors that ensure success and the risks and limitations of CBT as a modality and WFP CBT process and tools that have been implemented in the Liberian context, with the aim to inform the future adoption or scale-up of CBT assistance in Liberia, within and beyond the school feeding programme.

2.3. STAKEHOLDER ANALYSIS

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

25. The primary users of this evaluation will be:

- WFP Liberia and its partners in decision-making, notably related to current implementation/re-design/scale-up, and/or design and implementation of its next Country Strategic Plan.
- Regional Bureau (RB), given its core functions, is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.
- WFP Headquarters may use evaluations for wider organizational learning and accountability, especially around rolling out successful and assured CBT operations in complex environments
- WFP Office of Evaluation (OEV) may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.
- WFP’s existing and potential donors and partners in the government, United Nations (UN), and non-governmental organizations (NGOs): the evaluation will help inform donor and partner strategic direction and potentially contribute to advocacy or resource mobilization. This applies to joint programmes with WFP but can also go beyond this, as far as certain CBT tools can be adapted to serve beyond the WFP context.

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
WFP country office (CO) in Liberia	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.
WFP field office Nimba	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) (Dakar, Senegal)	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 management to ensure quality, credible and useful decentralized evaluations.
WFP HQ (Rome, Italy) Office of Evaluations, Strategic Partnerships, School Feeding and Nutrition.	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.

	In the specific context of this evaluation, the CBT roll-out was supported strongly by WFP HQ, meaning specific units and staff from CBT programme, IT and CBT supply chain will have to be consulted as key informants of this process.
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.
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.
External stakeholders	
Beneficiaries (Boys and Girls in schools and communities WFP serves and their families)	Key informants and primary/secondary stakeholders - As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
Government of Liberia	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. Various ministries and agencies are partners in the design and implementation of – or have a strategic interest about – CBT, namely: the Ministry of Education (MoE), the Ministry of Agriculture (MoA), the Ministry of Gender, Children and Social Protection (MoGCSP) and the Ministry of Internal Affairs (MIA).
United Nations Country Team (UNCT) Liberia	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. As WFP partners, Food and Agriculture Organization (FAO), United Nations Children Education Fund (UNICEF), United Nations Development Programme (UNDP) and the World Bank will be involved throughout the evaluation process.
Non-governmental organizations (NGOs): Caritas Gbarnga and Caritas Cape Palmas	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. Caritas Gbarnga and Caritas Cape Palmas were the implementing partners for WFP Liberia during the CBT Pilot intervention in 2021.

<p>Financial Service Provider (FSP): MTN Lonestar Cells GSM</p>	<p>Primary stakeholder – FSPs are WFP partners for the implementation of CBT activities. They facilitate financial service inclusion to both WFP beneficiaries and other residents. As WFP partner, MTN Lonestar Cell GSM through its mobile money platform facilitated cash transfer to beneficiaries.</p>
<p>Donors -</p>	<p>Primary/secondary stakeholders - WFP interventions are voluntarily funded by several donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes.</p>

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION¹¹

26. In Liberia, WFP provides school feeding assistance under Strategic outcome 1 of the Liberia CSP (2019-2023): “Food-insecure populations, including school-aged children in targeted areas, have access to adequate and nutritious food, including food produced locally, by 2030”. Activity 1 focuses on providing an integrated, inclusive and gender-transformative school feeding package to food-insecure and nutritionally vulnerable schoolchildren, including take-home rations for adolescent girls, in a way that relies on and stimulates local production (home-grown school feeding)
27. In 2020, WFP committed to adopt cash-based transfers (CBT) to serve 25 percent of the Take Home Rations (THR) beneficiaries. In 2021 a CBT pilot project was rolled-out to test different modalities (mobile money and vouchers) to distribute THRs and to roll-out key WFP cash tools.
28. WFP invested considerably in this pilot with the intention to enhance its capacities to implement CBT across all its operations where appropriate and I thus use the pilot as a model approach to scale up beyond the school feeding programme. Therefore, the subject of this evaluation covers the changes implemented during the CBT Pilot, related lessons learnt exercise, what has been implemented since and how this has addressed audit related concerns.
29. The CBT pilot employed two modalities:
 - MTN mobile money, using SCOPE light cards as identification documents to receive SIM cards
 - Commodity vouchers, using SCOPE light cards redeemable from selected retailers in exchange for only rice and oil
30. The pilot targeted households of school going children in Nimba and Maryland counties, during the academic year 2020-2021. Distributions started in February 2021 and ended in July 2021.
31. The CBT pilot initially targeted the households of 1,000 boys and girls from grades 4 to 6 in six schools, in Maryland and Nimba counties. By the end of the implementation, the pilot reached 673 households. While the initial pilot plan only included girls, WFP made the decision to include boys in the pilot, in line with the “Do No Harm” principle.
32. The intervention aimed to improve food security and educational outcomes of school children and their respective families and to alleviate the impact of food insecurity on their well-being. The evaluation team will elaborate on a constructed theory of change and logical framework that will be delivered as part of the evaluation.
33. Targeting criteria were jointly agreed between WFP and the Ministry of Education (MoE). Students and schools were selected by MoE school feeding officers, in collaboration with WFP sub-offices, based on the following criteria:
 - Students: only the most vulnerable households of students from grades 4-6 enrolled in the current academic year (2020-2021) are eligible. The initial targeting took into consideration children who were out of school, but limited funding restricted the programme to only children in school.
 - Schools: should be located close to a market or supplier that can provide access to the identified commodities.
34. The project approach such as transfer mechanisms, amount, intervention zone and other key elements were selected based on WFP’s Market Functionality Index analysis, Protection Assessment & Risk Analysis, CP Assessment & Risk Analysis, Financial Assessments & Risk Identification, Macro and Micro IT Assessments & Risk Identification, Security Assessment & Risk Analysis.

¹¹ Source: WFP Liberia Country Strategic Plan 2019-2023; <https://www.wfp.org/operations/lr02-liberia-country-strategic-plan-2019-2023>

Table 1: Summary of target locations, proposed caseload, actual caseload, and delivery mechanisms.

Counties	Districts	Proposed households	Actual households	Transfer modality
Nimba	Saclepea	100	80	Commodity vouchers (SCOPE)
	Ganta	300	244	
Maryland	Pleebo	300	128	Mobile money
	Harper	300	221	

35. The transfer value was set at USD 15.00 per month total, for a household of five members. This decision was based on the CSP food basket, and the market prices identified in the Market Functionality Index (MFI) 2020 report.
36. The pilot was implemented in collaboration with the following partners:
 - The Ministry of Education (MoE) was WFP’s main government partner. A formal agreement with the MoE was established in April 2021.
 - Cooperating Partners: Caritas Gbarnga and Caritas Cape Palmas, who monitored transactions and redemption from service providers.
 - Lonestar MTN was WFP’s mobile money operator. A contract was signed in March 2021 following a formal procurement process in line with WFP’s rules and procedures.
 - WFP contracted 9 retailers, for the e-voucher intervention, who were reimbursed by WFP following vouchers redemption.

3.2. SCOPE OF THE EVALUATION

37. The time scope of the evaluation is from the start of the CBT pilot activities in 2021 up to the evaluation data collection phase, in October 2023. Following the CBT pilot, funding constraints prevented the full implementation of the monthly take-home ration component. Instead of a monthly take-home ration distribution, WFP provided one-off cash assistance to 14,944 households of students in WFP assisted schools in 2022.
38. The geographic scope of the evaluation will be focused on the Maryland and Nimba counties, where CBT pilot took place. A map of Liberia is included in the Annexes.
39. As an activity evaluation, the exercise will focus on CBT activities alone as referenced in strategic outcome 1 (Activity 1, *Onsite School Meals-CBT* sub-activity) of the WFP Liberia CSP 2019-2023. If relevant the scope could be extended to allow for comparison between CBT take-home rations and In-Kind take home rations, this can be agreed in the inception phase.
40. The evaluation will have a specific focus on gender dynamics both for boys and girls and different age groups. Analysis should consider the differences within target groups, like age (children, youth, adult), gender, urban/rural and dynamics, and humanitarian situation.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

41. 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 CBT pilot, with a view to informing future strategic and operational decisions.
42. The evaluation will apply the international evaluation criteria of humanitarian operations including relevance, effectiveness, efficiency, coherence, impact and sustainability.¹² Gender equality and empowerment of women (GEWE) and considerations about specific needs (e.g., older people, people living with disabilities or other vulnerabilities) will need to be mainstreamed throughout.
43. The evaluation will have to address the key questions listed in Table 2 which will be further developed by the evaluation consultant during the inception phase and expand them with sub-questions as needed. The evaluation consultant will then develop an appropriate analytical approach for the evaluation. They will choose appropriate indicators, data collection tools and analytical methods for each evaluation question. This should be documented in the Evaluation Matrix, which is one of the outputs of the Inception phase.
44. The evaluation should analyse how GEWE objectives and GEWE mainstreaming principles were included in the intervention design, and whether the object has been guided by WFP and system-wide objectives on GEWE. The GEWE dimensions should be integrated into all evaluation criteria as appropriate.

Table 2: Evaluation questions and criteria

Criteria	Evaluation questions	
Relevance	1.1	<i>To what extent the CBT pilot activity was aligned with WFP, Government and partners strategies, policies, and priorities?</i>
	1.2	<i>To what extent was the CBT modality relevant to the local context (markets, supply chain, risks, safety etc.)</i>
	1.3	<i>To what extent the design and implementation of CBT modality gender sensitive and informed by gender analysis?</i>
	1.4	<i>To what extent is the CBT modality relevant to the needs of beneficiaries (men, women)?</i>
	1.5	<i>Does the transfer meet the food needs of beneficiaries?</i>
	1.6	<i>Which modality do beneficiaries prefer (in-kind/cash)?</i>

¹² For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>

Coherence	2.1	<i>To what extent was the CBT modality aligned with other WFP interventions?</i>
	2.2	<i>To what extent is the CBT modality aligned to and coherent with the policies and programmes of other key partners operating in the context? (Government, donors, UN agencies, international standards)?</i>
Effectiveness	3.1	<i>To what extent were planned targets (both output and outcome level) met?</i>
	3.2	<i>What have been the major factors influencing effectiveness of the CBT pilot activity?</i>
	3.3	<i>What are the intended and unintended effects of CBT on the food security situation among recipient communities?</i>
Efficiency	4.1	<i>To what extent the transferred amount was timely?</i>
	4.2	<i>To what extent is the allocation of roles and responsibilities among different partners involved in CBT pilot activity efficient?</i>
	4.3	<i>Are there internal and external factors that affected efficiency?</i>
	5.1	<i>What contribution did the CBT modality make to the local economy (local market/supply)?</i>
Impact	5.2	<i>Did the CBT modality have an impact on non-beneficiaries in terms of inflation?</i>
	5.3	<i>To what extent is the CBT pilot activity having a positive impact on the gender dynamics in the assisted communities?</i>
	5.4	<i>What, if any, unintended (negative or positive) consequences have risen because of the CBT pilot activity?</i>
	5.5	<i>To what extent did the project meet targeted beneficiaries needs in terms of food insecurity, macro-micronutrients deficiency or calories, etc.?</i>
Sustainability	6.1	<i>To what extent is the implementation of the CBT integrated sustainability considerations, such as capacity building of government institutions, communities and other partners?</i>

4.2. EVALUATION APPROACH AND METHODOLOGY

45. The methodology will be designed by the evaluation consultant during the inception phase. It should:
- Employ the relevant evaluation criteria above
 - Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints
 - Ensure using mixed methods that women, girls, men, and boys from different stakeholders' groups participate and that their different voices are heard and used
46. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will consider any challenges to data availability, validity, or reliability, as well as any budget and timing constraints.

47. 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.).
48. 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
49. 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 considered. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females, including people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities), are heard, and considered.
50. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation consultant must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.
51. 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. This includes people with specific needs (e.g., older people, people living with disabilities or other vulnerabilities).
52. The following mechanisms for independence and impartiality will be employed
 - An internal Evaluation Committee, chaired by the Country Director, and co-chaired by the DCD;
 - An Evaluation Reference Group, including external partners;
 - The nomination of an evaluation manager with no involvement in the design or implementation of the evaluation;
 - The use of external consultants with no conflicts of interest for the conduct of the evaluation.
53. The following potential risks to the methodology have been identified
 - Language barriers may create the need for translation in specific field locations. The evaluation consultant is expected to integrate field translation needs into their planning and budget accordingly.
 - Network connectivity issues in WFP operational areas may limit real-time communication during site visits. Where necessary, travel will be accompanied by a local security assistant.
 - Heavy rains may impact domestic travel to field locations. The calendar of the evaluation mission should be completed considering seasonal patterns.
54. The evaluation will have a robust methodology which will be further developed by the evaluation consultant during the inception phase and expand them with appropriate methods as needed. The evaluation consultant will then need to expand on the methodology presented above for the evaluation. They will choose appropriate indicators, data collection tools, approach, and analytical methods for the evaluation. This should be documented in the Evaluation Matrix, which is one of the outputs of the Inception phase.

4.3. EVALUABILITY ASSESSMENT

55. The evaluation will draw on the existing body of data to the extent possible and complement and triangulate this with interviews and focus groups from site visits during the data collection phase.
56. Main available documents providing information for the evaluation period include, among others:
 - WFP Liberia Country Strategic Plan (2019-2023)

- Regular Monitoring reports
 - Standard Project Reports (SPRs) and Annual Country Reports (ACRs)
 - Retailer Performance Evaluation (RPE)
 - 2021 VAM Market Functionality Index Assessment Report
 - 2021 MaFA and MiFI on Liberia
 - 2020 WFP Security Assessment for Conducting CBT Assessment in Liberia
 - 2021 CBT Working Group Meeting Minutes
 - 2021 Lessons Learnt CBT Pilot
 - SOP CBT THR Final Report
 - CP Evaluation
 - Transfer Modality Selection Ops Design
 - WFP corporate policies and strategies of relevance
 - COVID-19 targeting strategy
 - COVID-19 progress and final reports
57. 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 consultant will need to systematically check accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.

4.4. ETHICAL CONSIDERATIONS

58. 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.
59. 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.
60. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the WFP CBT Pilot 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

61. 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 consultant.
62. 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.
63. 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 consultant but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

64. 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.
65. 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.
66. 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.
67. The evaluation consultant will be required to ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
68. The evaluation consultant 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.
69. WFP expects that all deliverables from the evaluation consultant are subject to a thorough quality assurance in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
70. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

71. Table 4 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 4: Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	May 2022 - August 2023	The evaluation manager will conduct background research and consultation to frame the evaluation; prepare the TOR; select and contract the evaluation consultant for the management and conduct of the evaluation. Preparation of ToR Selection and contracting of the evaluation consultant	Evaluation manager
2. Inception	September - November 2023	This phase aims to prepare the evaluation consultant for the evaluation phase by ensuring that it has a good grasp of the expectations for the evaluation and a clear plan for conducting it. The inception phase will include a desk review of all secondary data. Inception report	Evaluation team
3. Data collection	November 2023	A data collection mission to Liberia should last two to three weeks and include primary and secondary data collection from local stakeholders. A debriefing session will be held upon completion of the field work. Fieldwork Exit debriefing	Evaluation team
4. Reporting	December 2023 - February 2024	The evaluation consultant will analyse the data collected during the desk review and the field work, conduct additional consultations with stakeholders as required, and draft the evaluation report. This will be submitted to the evaluation manager for quality assurance. Stakeholders will be invited to provide comments, which will be recorded in a matrix by the evaluation manager and provided to the evaluation consultant for	Evaluation team

		<p>their consideration before report finalisation.</p> <p>Data analysis and report drafting</p> <p>Comments process</p> <p>Evaluation report</p>	
5. Dissemination and follow-up	March 2024	<p>The final evaluation report will be shared with the relevant stakeholders. WFP Liberia management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. The evaluation report will also be subject to external post-hoc quality review to report independently on the quality, credibility, and utility of the evaluation in line with evaluation norms and standards. The evaluation report will be published in English on the WFP public website. Findings will be disseminated, and lessons will be incorporated into other relevant lesson sharing systems. The evaluation consultant will be asked to attend and facilitate a lesson learnt and dissemination workshop with partners in the aftermath of the evaluation. WFP Liberia may also create additional products (e.g. posters, photo exhibit, etc.) for advocacy and feedback to the people WFP serves.</p> <p>Management response</p> <p>Dissemination of the evaluation report</p>	Evaluation Manager

5.2. EVALUATION CONSULTANT COMPOSITION

72. The evaluation team is expected to include three-members under the responsibility of an international team leader/senior evaluator and two local evaluators (a senior and an intermediate) . To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach, and methodology sections of the ToR. At least one team member should have WFP experience.
73. The team leader senior consultant should demonstrate 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.
74. 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.
75. 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:
 - Cash-based transfers programming
 - Food security and nutrition

- WFP or humanitarian operations
 - Liberian or similar context
 - School based programmes
 - Good knowledge of gender, equity, and wider inclusion issues
 - Fluency in spoken and written English
 - Strong ethical standards
76. 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).
77. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the evaluation manager. The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

78. The Evaluation Chair (**Aliou Diongue, Representative and Country Director**) will take responsibility to:
- Assign an evaluation manager for the evaluation Emmanuel Anderson, Programme Associate (RAM)
 - Compose the internal evaluation committee and the evaluation reference group (see below)
 - Approve the final ToR, inception and evaluation reports
 - Approve the evaluation consultant 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 consultant
 - 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.
79. The **Evaluation Manager (Emmanuel Anderson, Programme Associate RAM) and co-evaluation manager (Tarig Eltayeb, RAM Officer)** manage the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; 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, and WFP counterparts to ensure a smooth implementation process.
80. An internal **Evaluation Committee** is formed to help ensure the independence and impartiality of the evaluation. Annex 3 provides further information on the composition and TOR for the evaluation committee.
81. **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 a list of members is available. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants to contribute to the relevance, impartiality, and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.
82. **The Regional Bureau** Dakar, 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 consultant 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.
83. While the Regional Evaluation Officer will perform most of the above responsibilities, other regional bureau-relevant technical staff will participate in the evaluation reference group and/or comment on evaluation products as appropriate.
84. Government: Will participate in stakeholder consultation meetings as well as respond to key interview questions from the evaluation consultant as the government entities were involved in the implementation of the CBT pilot intervention. This will help to assess whether the intervention is aligned with the government priorities.
85. NGOs: Will participate in stakeholder consultation meetings as well as respond to key interview questions from the evaluation consultant as they played a critical role in the implementation of the CBT activities.
86. UN agencies: They will also provide comments on the evaluation report before finalization.
87. The **beneficiaries**: are crucial stakeholders in an evaluation because they are the individuals or communities who are directly impacted by the project or program being evaluated. The beneficiaries will serve as key informants or participants in focus group discussion (FGDs) during the data collection phase of the evaluation. They can also support the evaluation team as interpreters during interviews (KII and FGD) or community tour guides.

5.4. SECURITY CONSIDERATIONS

88. **Security clearance** where required is to be obtained from WFP Liberia Country Office.
- Consultants hired by WFP are covered by the United Nations Department of Safety & Security (UNDSS) system for United Nations personnel, which covers WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.
 - As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation consultant, 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 consultant 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.

5.5. COMMUNICATION

89. 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. The Communication and Learning Plan (found in the Annexes) includes a GEWE-responsive dissemination strategy, indicating how findings will be disseminated and how stakeholders will be engaged.
90. Should translators be required for fieldwork, the evaluation team will make arrangements and include the cost in the budget proposal.
91. Based on the stakeholder analysis, the communication and knowledge management plan (in Annex 5) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings

including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.

92. 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, it will be made available on WFP's public website and disseminated via email to all stakeholders. In addition, WFP will also produce a short brief to facilitate dissemination of findings among stakeholders and partners.

5.6. PROPOSAL

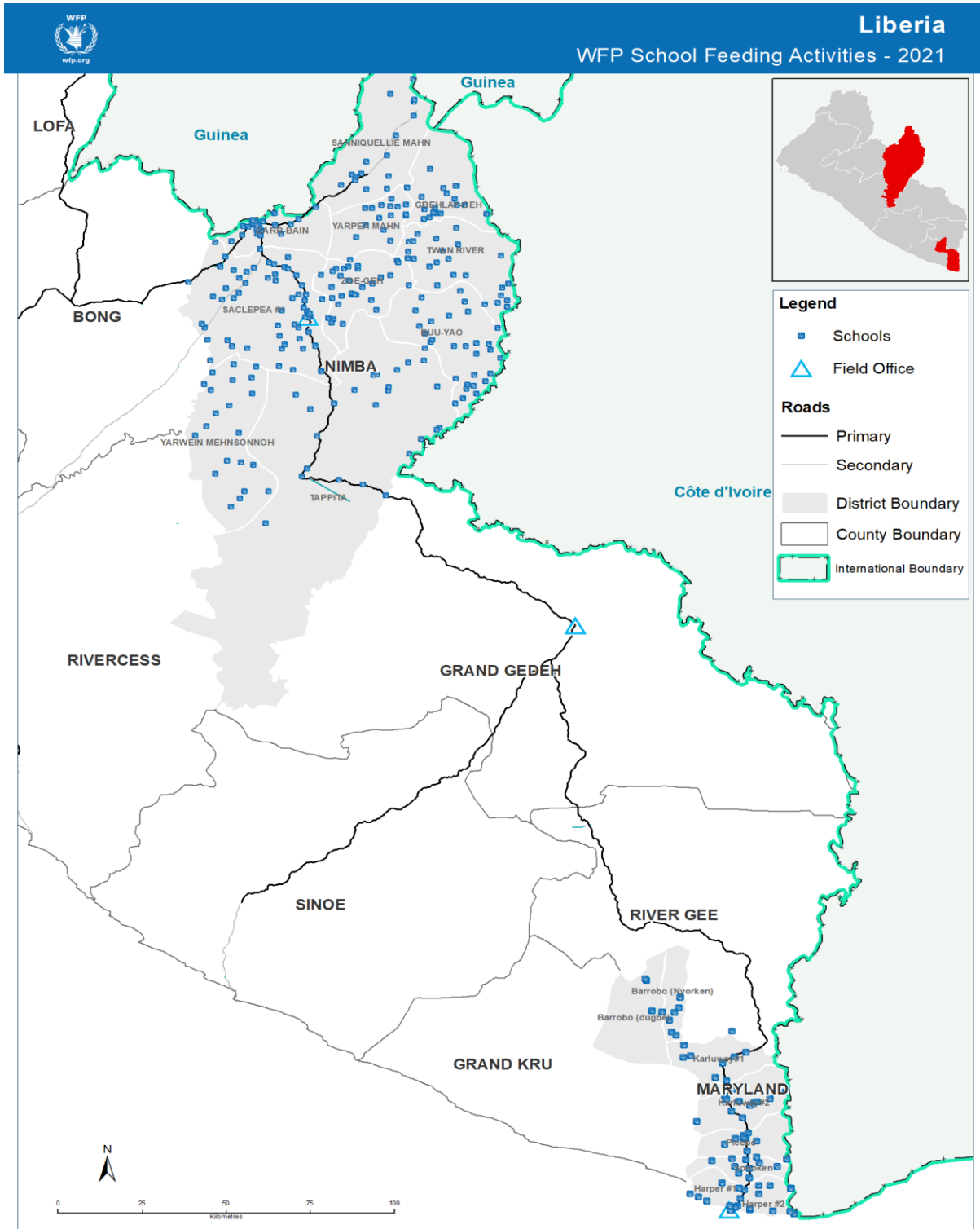
93. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). Travel from senior evaluator origin to the WFP Liberia country office in Monrovia (whether international or domestic), subsistence and other direct expenses should be accounted for in the proposed budget. Exits debrief presentations after the inception and data collection missions can be held on WFP premises.
94. 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 Emmanuel ANDERSON, Evaluation Manager, at: emmanuel.anderson@wfp.org

And Tarig ELTAYRB, co-evaluation manager, at tarig.eltayeb@wfp.org

Annexes

Annex 1: Map



Date Created: 26 Jun 2022 - Contact: emmanuel.anderson@wfp.org
 Website: www.wfp.org - Prepared by: LBR, RAM Unit
 Map Reference: LBR_School Feeding Map_A3P_20210421_1041

Data sources: WFP offices: WFP - Boundaries: LISGIS
 Roads: LISGIS
 Populated places: LISGIS

The designations employed and the presentation of material in this map do not imply the expression of any opinion on the part of WFP concerning the legal or other national status of any country, territory, city or sea, or concerning the delineation of its frontiers or boundaries.

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Annex 2: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation		Up to 9 weeks
EM	Desk review, draft ToR and quality assurance (QA) by EM and REO using ToR QC	Done in 2022
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	Done in 2022
EM	Review draft ToR based on DEQS and REO feedback and share with ERG	Done in 5 June
ERG	Review and comment on draft ToR	Done in 24 June
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	24 June – 28 July
EC Chair	Approve the final ToR and share with ERG and key stakeholders	28 July - 2 August
EM	Request for Proposal (RFP) sent to LTA	24 July – 5 August
EM	Assess evaluation proposals and recommends team selection	5 – 13 August
EM	Evaluation team recruitment/contracting	13 August – 30 August
EC Chair	Approve evaluation team selection and recruitment of evaluation team	31 August
Phase 2 - Inception		Up to 7 weeks
EM/TL	Brief core team	4 September
ET	Desk review of key documents	5 – 8 September
ET	Draft inception report	11 – 17 September
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	18 – 24 September
ET	Review draft IR based on feedback received by DEQS, EM and REO	25 Sept – 1 October
EM	Share revised IR with ERG	2 October
ERG	Review and comment on draft IR	3 – 17 October
EM	Consolidate comments	18 October
ET	Review draft IR based on feedback received and submit final revised IR	18 -26 October

EM	Review final IR and submit to the evaluation committee for approval	27 October
EC Chair	Approve final IR and share with ERG for information	30 October – 1 November
Phase 3 – Data collection		Up to 3 weeks
EC Chair/ EM	Brief the evaluation team at CO	6 November
ET	Data collection	6 – 23 November
ET	In-country debriefing (s)	24 November
Phase 4 - Reporting		Up to 11 weeks
ET	Draft evaluation report	27 Nov – 17 Dec
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	18 Dec – 7 Janvier
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	8- 14 Jan
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	16 Jan
ERG	Review and comment on draft ER	16- 30 Jan
EM	Consolidate comments received	31 Jan
ET	Review draft ER based on feedback received and submit final revised ER	1 – 15 February
EM	Review final revised ER and submit to the evaluation committee	16 February
EC Chair	Approve final evaluation report and share with key stakeholders for information	16 – 28 February
Phase 5 - Dissemination and follow-up		Up to 4 weeks
EC Chair	Prepare management response	1 – 31 March
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	April

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:

- Country Director (Chair)
- Deputy Country Director (Co-chair)
- Programme Associate RAM (Evaluation Manager)
- Head of Programme
- Regional Evaluation Officer
- Head of Finance
- Head of Support Services
- Head of Supply Chain
- Procurement Assistant
- IT Operations Associate
- Communication Officer
- Head of Saclepea Field Office (Nimba County)

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

Composition

Country office

Core members:

- Country Director or Deputy Country Director (Chair)
- Evaluation Manager (secretary or delegated chair)
- Head of Programme
- Head of M&E (if different from EM)
- National Logistics Officer
- Donor Relations and Partnership Officer
- Head of Support Services
- Programme Associate (TEC)
- Programme Associate (Gender Focal Point)
- Head of Saclepea Field Office (Nimba County)
- Director of School Feeding, Ministry of Education
- Director of Food Security and Nutrition, Ministry of Agriculture
- Monitoring and Evaluation Officer, Ministry of Gender, Children and Social Protection
- Monitoring and Evaluation Officer, UNICEF Liberia
- Monitoring and Evaluation Officer, UNDP Liberia
- USAID
- Monitoring and Evaluation Officer, CARITAS Gbarnga
- Monitoring and Evaluation Officer, CARITAS Cape Palmas

Regional bureau

Core members:

- Regional Evaluation Officer
- Regional Monitoring Advisor
- Regional School Feeding Advisor
- Regional CBT Adviser
- Regional Gender Advisor
- Regional SCOPE Team

Annex 5: Communication and Knowledge Management Plan

When	What	To whom	What level	From whom	How (in what way)	Why
<i>Evaluation phase</i>	<i>Communication product/ information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/ position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
Planning	Tentative time and scope of evaluation	WFP Liberia staff, government counterparts, NGO partners, UN agency partners, donors	Strategic Operational	Evaluation Committee Chair	Email (staff, partners) Email + External meetings (government, UN and donors)	To ensure evaluation is reflected in work plans for the office as well as PACE for involved staff including the evaluation manager To confirm the intention to learn/account for results for the subject
Preparation/ TOR	Draft TOR	Key stakeholders through the evaluation reference group, WFP Liberia management	Strategic Operational	Evaluation manager on behalf of the evaluation committee	Email plus discussions during scheduled meetings* as appropriate	To seek for review and comments
	Final TOR	Key stakeholders through the evaluation reference group, WFP Liberia management Relevant support staff	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Email wfp.org	Inform the relevant staff of the overall plan for the evaluation, including critical dates and milestones Inform the support staff on the selected option for contracting team Informing stakeholders of the overall plan,

When	What	To whom	What level	From whom	How (in what way)	Why
<i>Evaluation phase</i>	<i>Communication product/ information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/ position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
						purpose, scope and timing of the evaluation; and their role
Inception	Exit debriefing presentation (internal)	Key stakeholders through the evaluation committee, WFP Liberia management	Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting*	Allow reflection on the inception phase and evaluation design before the external debriefing
	Exit debriefing presentation (external)	Key stakeholders through the evaluation reference group, WFP Liberia management	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting	Invite the stakeholders to the external debriefing meeting to discuss the evaluation design
	Draft inception report	Key stakeholders through the evaluation reference group, WFP Liberia management	Operational Technical	Evaluation manager on behalf of the evaluation committee	Email	To seek for review and comments
	Final inception report	Key stakeholders through the evaluation reference group, WFP Liberia management Relevant support staff Field level staff (sub-offices, field offices, area offices)	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Email plus discussions during scheduled meetings* as appropriate WFP intranet	Inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited; stakeholders to be engaged etc. Informs the support staff (especially administration) of required logistical support Informs stakeholders of

When	What	To whom	What level	From whom	How (in what way)	Why
<i>Evaluation phase</i>	<i>Communication product/ information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/ position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
						the detailed plan of the evaluation and their role, including when they will be engaged
Data collection debriefing	Exit debriefing presentation (internal)	Key stakeholders through the evaluation committee, WFP Liberia management	Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting*	Allow reflection on the data collection phase and emerging findings before the external debriefing
	Exit debriefing presentation (external)	Key stakeholders through the evaluation reference group, WFP Liberia management	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	Meeting	Invite the stakeholders to the external debriefing meeting, to discuss emerging findings
Data Analysis and Reporting	Draft evaluation report	Key stakeholders through the evaluation reference group, WFP Liberia management	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email	To seek for review and comments To inform management response
	Preliminary findings and recommendations workshop (external)	Key stakeholders through the evaluation reference group and wider, WFP Liberia management	Strategic Operational Technical	Evaluation manager on behalf of the evaluation committee	One-day Workshop	Invite the stakeholders to provide feedback on findings and recommendations To inform management response
	Final evaluation Report	Key stakeholders through the evaluation reference group, WFP Liberia management and programme staff, and other staff	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email Posting report on WFP.org and partner/	Inform internal stakeholders of the final main product from the evaluation Make the report available across

When	What	To whom	What level	From whom	How (in what way)	Why
<i>Evaluation phase</i>	<i>Communication product/ information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/ position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
		Global WFP General public			public websites	WFP and to the public
Follow-up	Draft management response to the evaluation findings and recommendations	Regional technical units through the Regional Bureau Evaluation Advisor	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email and internal discussions*	Communicate the suggested actions on recommendations and elicit comments Discuss WFP Liberia's action to address the evaluation recommendations
	Final management response	Global WFP General public	Strategic <i>Users of WFPgo</i> <i>Users of partner websites</i>	Evaluation manager, on behalf of the evaluation committee	Email and shared folders Posting report and MR on WFP.org and partner/ public websites	Ensure that all relevant staff are informed on the commitments made on taking actions Make MR available across WFP and to the public
	Evaluation report brief	Key stakeholders through the evaluation reference group, WFP Liberia management and programme staff, and other staff Global WFP General public	Strategic Operational Technical	Evaluation manager, on behalf of the evaluation committee	Email Posting report on WFP.org and partner/ public websites	Inform internal stakeholders of the final main product from the evaluation Make the report available across WFP and to the public
	Video	Global WFP Government/donors/partners General public	Strategic	CO Communication officer	Internet sites	Inform wider public about WFP and the evaluation findings Advocacy

When	What	To whom	What level	From whom	How (in what way)	Why
<i>Evaluation phase</i>	<i>Communication product/ information</i>	<i>Target group or individuals / position (e.g., country office staff, technical staff, etc.)</i>	<i>Organizational level of communication (e.g., strategic, operational, field etc.)</i>	<i>Lead commissioning office staff with name/ position</i>	<i>Communication means (e.g., meeting, interaction, written report, email, etc.)</i>	<i>Purpose of communication (e.g., solicit comments, seek approval, share findings for organizational learning, etc.)</i>
	Community events	WFP Liberia Communities we serve	Operational Technical	CO Communication officer	Events	Provide feedback to communities we serve about the evaluation findings

Annex 6: Bibliography

1. Hobbs, J.B., Sutcliffe, H. & Hammond, W. 2005. *The Statistics of Emergency Aid*. Bristol, UK, University of Wessex Press..

Annex 7: Acronyms

Cash-based transfers	CBT
Decentralized evaluation quality assurance system	DEQAS
Evaluation committee	EC
Evaluation manager	EM
Evaluation reference group	ERG
Food and Agriculture Organization	FAO
Gender equality and empowerment of women	GEWE
Long-term agreements	LTAs
Ministry of Agriculture	MOA
Ministry of Education	MOE
Ministry of Gender, Children and Social Protection	MOGCSP
Non-governmental organizations	NGOs
Office of Evaluation	OEV
Quality support	QS
Regional Bureau	RB
Terms of reference	TOR
UN Department of Safety & Security	UNDSS
United Nations	UN
United Nations Children Educational Fund	UNICEF
United Nations Development Programme	UNDP
United Nations Evaluation Group	UNEG
World Food Programme	WFP

Annex 8: Add other relevant annexes as required (including Logical Framework or Theory of Change)

WFP Liberia Country Office

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