

Evaluation of Sierra Leone WFP Country Strategic Plan 2020-2025

Terms of reference [Final]



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1. Background

1. These draft terms of reference (ToR) were prepared by the WFP Office of Evaluation based on an initial document review and on consultation with the WFP Sierra Leone Country Office.
2. The purpose of these ToR is to provide key information to stakeholders about the evaluation; to guide the evaluation team; and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation approach and methodology; and section 6 indicates how the evaluation will be organized. The annexes provide additional information, including the detailed intended timeline and the Sierra Leone Country Strategic Plan (CSP) Document approved by WFP's Executive Board.

1.1. INTRODUCTION

3. Country Strategic Plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next CSP; and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the 2016 WFP Policy on Country Strategic Plans and the 2022 WFP Evaluation Policy.¹

1.2. CONTEXT

4. The Republic of Sierra Leone is a low-income country with a population of 8.4 million, 49.9 percent being women.² Sierra Leone ranks 181 out of 191 in the 2021/22 Human Development Index, with 56.8 percent of the population living below the national poverty line and 28 percent in severe multidimensional poverty (2019)³. Poverty reduction in the period prior to COVID-19 was observed exclusively in urban areas and extreme poverty in rural areas rose from 9 to 13 percent in the period 2011 to 2018.⁴ The population in Sierra Leone faces vulnerabilities that have been reinforced by several crises such as 11 years of civil war; the effects of the COVID-19 pandemic; rising prices caused by the crisis in Ukraine; and an Ebola outbreak in 2014. Sierra Leone also has one of the highest levels of vulnerabilities globally to climate change and natural disasters⁵.
5. The country has been affected by the current global food crisis, worsening the already delicate food security situation. According to the February 2023 Food Security Monitoring System (FSMS) report, 78 percent of the population in Sierra Leone is food insecure, compared to 73 percent in 2022 and most households cannot afford a healthy diet. Over one million people (15 percent) face severe hunger.⁶ The currency of Sierra Leone, the Leone (Le) has been facing a steady depreciation against the US dollar resulting in worsening economic conditions of the population, including rising inflation, rising food prices and a regression in household-level purchasing power. Most households spend over 75 percent of their income on food. Moreover, households that depend on agriculture tend to be the most food insecure⁷,

¹ Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1), WFP Evaluation Policy 2022 (WFP/EB.1/2022/4-C)

² World Bank (2023). Sierra Leone <https://data.worldbank.org/country/sierra-leone> (accessed 16 June 2023)

³ UNDP (2022). *Human Development Report 2021/22*

⁴World Bank (2022). *Sierra Leone Poverty Assessment: Poverty Trends, Development, and Drivers*. <https://www.worldbank.org/en/country/sierraleone/publication/sierra-leone-poverty-assessment-poverty-trends-development-and-drivers> (accessed 14 June 2023)

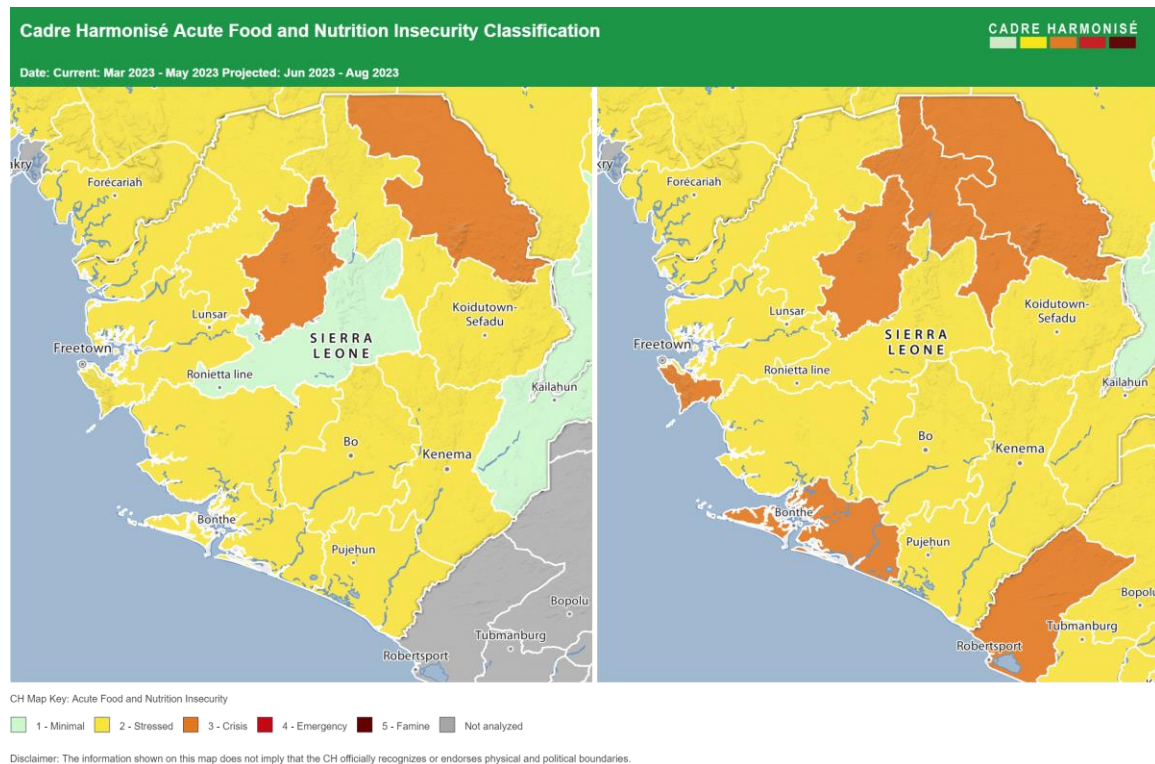
⁵ WFP (2023). *Sierra Leone CSP. Annual Country Report 2022*

⁶ Ibid

⁷ WFP (2023). *Food Security Monitoring System Report*

with 60 percent of the population employed in this economic activity⁸ and 41 percent of female employment being in the agriculture sector.⁹ As depicted by figure 1, for the period from March to May 2023, the locations of Bombali and Falaba -approximately 140,000 people- are experiencing high levels of acute food insecurity (map on the left). For June to August 2023, the additional locations of Freetown, Bonthe and, Koinadugu are expected to be in the Integrated Food Security Phase Classification (IPC) Phase 3 (crisis), as portrayed by the map on the right side.

Figure 1: Sierra Leone Cadre Harmonisé Acute Food and Nutrition Insecurity Classification (Left: Mar-May 2023; right: Projection Jun-Aug 2023)



Source: *Cadre Harmonisé (2023)*

6. In 2021, stunting remained high, with an estimated prevalence of 26.3 percent (moderate and severe stunting) among children under 5 years of age, 29.1 percent for boys and 23.6 percent for girls¹⁰. In 2020, 27 per cent of the population were undernourished and the prevalence of anaemia among women between 15 and 49 years was 48.4 percent¹¹ in 2019.
7. Education is a priority for the government of Sierra Leone, as stated in its national development plans and programmes¹², consuming 33.8 percent of the total government spending in 2021 compared to 15 percent in 2013¹³. The adult literacy rate was recorded at 47.7 percent in 2021 and the country has a net enrolment rate for primary school of 98 percent (2016)¹⁴. There are, however, gender-related disparities in education: 51.5 percent of men of ages 25 or above have at least secondary education, while only 34.7

⁸ WFP (2023). *Sierra Leone CSP. Annual Country Report 2022*

⁹ World Bank (2023). Employment in agriculture, female (% of female employment) (modelled ILO estimate) – Sierra Leone. <https://data.worldbank.org/indicator/SL.AGR.EMPL.FE.ZS?locations=SL> (accessed 09 June 2023)

¹⁰ UNICEF, WHO, World Bank (2023). Joint Child Malnutrition Estimates Expanded Database: Stunting (Survey Estimates), May 2023 (accessed 16 June 2023)

¹¹ FAOSTAT, Suite of Food Security Indicators

¹² See Sierra Leone's Medium-Term National Development Plan 2019–2023 (Government of Sierra Leone, 2019) and Free Quality School Education (FQSE) programme at <https://mbsse.gov.sl/fqse/>

¹³ World Bank (2023). Government expenditure on education, total (% of government expenditure) - Sierra Leone. <https://data.worldbank.org/indicator/SE.XPD.TOTL.GB.ZS?locations=SL> (accessed 09 June 2023)

¹⁴ World Bank (2023). School enrollment, primary (% net) - Sierra Leone. <https://data.worldbank.org/indicator/SE.PRM.NENR?locations=SL> (accessed 09 June 2023)

percent of women do.¹⁵ While the completion rate for youth of upper secondary education school age for girls (17.5 percent) is about 10 points less than for boys (27.4 percent), the primary school completion rate is slightly higher for girls (65.1 percent) than for boys (63.3 percent), according to the latest available data (2017)¹⁶.

8. Sierra Leone ranks 162 out of 191 countries in the Gender Inequality Index in 2021. In terms of women's empowerment and decision making, indicators show some progress although there are still gaps from national targets, according to the 2021 Voluntary National Review¹⁷. Twelve point three (12.3) percent of seats in parliament are held by women¹⁸ against a 30 percent target and 18.7 percent of women are local councillors, out of a 50 percent national goal.¹⁹ That said, there was an improvement in the share of women employed for cash in non-agricultural activities (45 percent of the total in 2021 compared to 41 percent in 2013).²⁰ In March 2020, a ban on visibly pregnant girls in school was lifted after 10 years of the formal ban - although this was a long-standing practice- as an acknowledgment of the systematic exclusion of vulnerable groups from the education system²¹. In relation to these structural challenges, by 2017, 13 percent of women aged 20 to 24 were married before 15 years old and 30 percent before 18, and the prevalence of female genital mutilation (FGM) for women aged 15-49 was 83 percent and 8 percent for girls of 14 years or younger²². In January 2023, the president of Sierra Leone signed into law the Gender Equality and Women's Empowerment Bill (GEWE Act 2022), which sets minimal quotas for the inclusion and participation of women in public institutions, extends maternal leave from 12 to 14 weeks and provides measures for women's financial inclusion.²³
9. In 2021 Sierra Leone hosted 345 refugees mostly coming from Liberia and Cote d'Ivoire; according to 2022 figures, 3,000 Sierra Leoneans were internally displaced and 6,226 were registered as asylum seekers, with the highest numbers in Angola, Cyprus, Greece, the United States and other countries in Europe.²⁴

2. Reasons for the evaluation

2.1. RATIONALE

10. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: "under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support".²⁵ These evaluations contribute to a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the Country Office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval in June 2025.

¹⁵ UNDP (2022). Human Development Report 2021/22

¹⁶ Statistics Sierra Leone (2018). *Sierra Leone Multiple Indicator Cluster Survey 2017, Survey Findings Report*.

¹⁷ Ministry of Planning and Economic Development (2021). *2021 VNR Report on SDGs in Sierra Leone, p.11*

¹⁸ UNDP (2022). Human Development Report 2021/22

¹⁹ Ministry of Planning and Economic Development (2021). *2021 VNR Report on SDGs in Sierra Leone, p.11*

²⁰ *Idem*

²¹ Human Rights Watch (2023). *Education for all girls in Sierra Leone: Moving from Policy and Legislation to Practice*

²² UNICEF (2023). *The State of the World's Children 2023: For every child, vaccination*

²³ State House, Office of the President (19 January 2023). Sierra Leone's President Julius Maada Bio Signs Landmark Gender Equality Law, Celebrates Women and Urges More Women Political Representation in the Elections. *Statehouse.gov.sl* (Accessed 24 July 2023)

²⁴ UNHCR (n.d.). Refugee Data Finder. <https://www.unhcr.org/refugee-statistics/download/> (accessed 16 June 2023)

²⁵ Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)

2.2. OBJECTIVES

11. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Sierra Leone that will be anchored on the new Country Strategic Plan; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDERS

12. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional, and corporate learning. The key standard stakeholders of a CSPE are: the Government of Sierra Leone; beneficiaries of WFP interventions; the United Nations Country Team (UNCT); the WFP country office; cooperating partners and other country partners, WFP regional bureau (in Dakar) and WFP headquarters technical divisions, followed by the Executive Board (EB).
13. The focus on beneficiaries of WFP comprises the girls, boys, women and men receiving assistance in whatever form, as well as their community structures, such as the schools or farmers unions. The CSPE will seek to engage with the affected populations, including beneficiary household members, community leaders, teachers, school personnel, health workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and potentially marginalised population groups.
14. The Government of Sierra Leone is a key partner for WFP in Sierra Leone, particularly for activities related to the National School Feeding Programme. The evaluation will seek to engage with main WFP partners such as the Ministry of Basic and Senior Secondary Education, Ministry of Agriculture, Ministry of Health and Sanitation, Ministry of Social Welfare, National Disaster Management Agency (NDMA), among others.
15. Other key stakeholders of the CSP include a range of i) UN agencies, including the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), World Health Organization (WHO), as well as the UN Resident Coordinator Office; ii) international organizations such as Welthungerhilfe and networks such as Renewed Efforts Against Child Hunger and undernutrition (REACH) and Scaling Up Nutrition (SUN); iii) academic and research institutions, NGOs and other civil society organizations.
16. Selected stakeholders will be interviewed and consulted during the inception and data collection phases as applicable and will be expected to participate in a workshop towards the end of the reporting phase. The final list of stakeholders will be elaborated following engagement with the country office.

3. Subject of the evaluation

3.1. PROGRAMMATIC OVERVIEW

17. WFP has been providing humanitarian assistance in Sierra Leone since 1968. The end of the civil war in 2002 allowed WFP to put more weight on “recovery” than on “relief” assistance;²⁶ however, WFP operations have included development components such as support to the education sector and food-for-work since 1991.²⁷ At the time of introduction of the Policy on Country Strategic Plans (in 2016), Sierra Leone was recovering from the Ebola Virus Disease (EVD) and WFP was supporting the national response through an ongoing country programme and multiple individual operations. The Sierra Leone Country Programme, initially planned to cover the period 2013-2014, was extended multiple times and ended on 31 December 2017,²⁸ simultaneously with the protracted relief and recovery operation (PRRO), which sought to improve food security and protect livelihoods in the most vulnerable populations, improve women’s and children’s nutrition and strengthen institutional capacities for disaster risk management.²⁹
18. The Transitional Interim Country Strategic Plan (T-ICSP) was introduced to allow the time for the government of Sierra Leone with WFP’s support to finalize the Zero Hunger Strategic Review (ZHSR). The T-ICSP built on WFP’s Ebola recovery operation and reflected government’s priorities, with the National Food and Nutrition Security Policy providing the framework for WFP’s contribution. The T-ICSP document also referenced the Sierra Leone United Nations Development Assistance Framework (UNDAF) as well as learning from the evaluation of the regional EVD response. While the country programme was not evaluated, the recommendations stemming from the 2018 evaluation of the PRRO were taken on board in the first budget revision of the T-ICSP and in the design of the new CSP.³⁰ More information on the implementation of the T-ICSP is available in annex 5.
19. The Country Strategic Plan 2020-2024, which has been extended until 2025, maintained a similar combination of focus areas as the T-ICSP, but there were some strategic changes. Strategic outcome 2, which previously targeted food-insecure populations, shifted focus entirely onto primary school children through school feeding and support to the government in the national school feeding programme. Another important change was the shift away from malnutrition treatment to prevention, as was recommended by the evaluation of the PRRO, which saw WFP end targeted supplementary feeding and food-by-prescription for people living with HIV/TB (SO 3 in the T-ICSP). The CSP document signalled a strong commitment by WFP to contribute to gender equality in Sierra Leone by including a range of gender-responsive, gender-equitable and gender-transformative approaches across strategic outcomes.
20. The strategic outlook of the CSP was changed in the second budget revision of the CSP, which added activity 7 under strategic outcome 6 (crisis response) to provide on-demand services to humanitarian partners in the context of response to the COVID-19 pandemic. At the time of approval of the CSP, the Sierra Leone 2020-2023 United Nations Sustainable Development Cooperation framework (UNSDCF) was under preparation, and the 2015-2018 UNDAF was extended until the end of 2019. WFP co-led with the Food and Agriculture Organization (FAO) the first (of four) outcome area, on sustainable agriculture, food and nutrition security.

²⁶ World Food Programme (2018). Sierra Leone Transitional Interim Country Strategic Plan, p.8

²⁷ World Food Programme (2004). Country Programme – Sierra Leone 10333.0 (2005-2007), p.7.

²⁸ World Food Programme (2012). Country Programme Sierra Leone 200336 (2013-2014). And World Food Programme (2018). Country Programme – Sierra Leone (2013-2017) Standard Project Report 2017.

²⁹ World Food Programme (2016). Protracted Relief and Recovery Operation – Sierra Leone 200938 “Rebuilding food and nutrition security and strengthening disaster management capabilities in Sierra Leone.”

³⁰ World Food Programme (June 2018). Sierra Leone Management Response

Table 1: Sierra Leone Country Strategic Plan 2020-2024

Strategic Outcomes	Activities	Modalities
01: Crisis-affected populations in Sierra Leone are able to meet their basic food and nutrition requirements during and in the aftermath of crises	01: Provide food and nutrition assistance to crisis-affected households and support their recovery needs (activity category 1; modalities: food and/or cash-based transfers).	Food, CBT/vouchers
02: Primary school children in targeted areas have access to adequate and nutritious food throughout the year	02: Provide nutritious school feeding to primary school children and support the implementation of an integrated school feeding programme. ³¹	Food, CBT/vouchers, CS
03: 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	04: 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.	Food, CBT/vouchers, CS
04: Smallholder farmers and communities in targeted areas have resilient livelihoods that better meet their food security and nutrition needs by 2030	05: Provide integrated resilience-building support to smallholder farmers, including farmers' organizations and women's groups.	Food, CBT/vouchers, CS
05: National and subnational institutions have strengthened capacities to manage food security and nutrition programmes by 2024	06: Provide support to strengthen Government capacity in food security and nutrition - including in disaster management and response, school feeding and nutrition.	CS
06: Humanitarian and development partners have access to common services throughout the year	07: Provide supply chain and ICT services to humanitarian and development partners	SD

Source: Sierra Leone Country Strategic Plan (2019), BR 01, 02, 03, 04

3.2. FINANCIAL OVERVIEW OF THE CSP

21. The Sierra Leone CSP was approved with a budget of USD 53.3 million. The CSP has undergone four revisions thus far that have more than doubled the needs-based plan to approximately USD 118 million (table 2 below). The first revision (BR 01) in March 2020 merged activities 2 and 3 (school meals and support to the government school feeding programme) for easier resource management. It also incorporated a joint United Nations Peace Building Fund project under activity 5 (strategic outcome 4). The budget was then revised in June-July 2020 (BR 02) to implement emergency response to COVID-19, increasing the number of planned beneficiaries under SOs 1, 2 and 4, and introduced a new strategic outcome (SO 6) to support national disaster preparedness and response through service provision. The third (December 2020) and fourth (November 2022) budget revisions further scaled up assistance in response to a worsening socio-economic and food insecurity situation linked to the COVID-19 crisis.

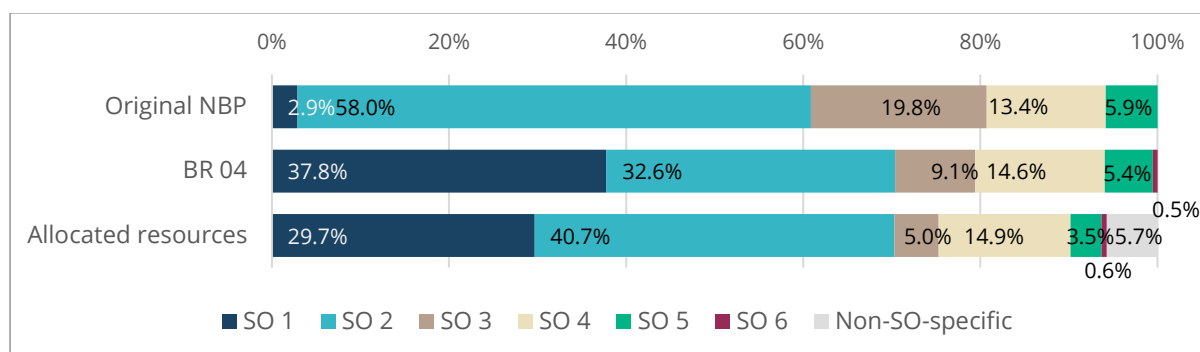
³¹ In the CSP document, there was Activity 3 "Provide assistance to the Government-led national school feeding programme". This activity was taken out in BR01 in March 2023 since it was similar to Activity 2.

Table 2: CSP Sierra Leone (2020-2024) cumulative financial overview

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 04 (USD)	Cumulative allocated resources	Resourcing level (%)
Crisis response	SO 1	Act. 01	1,194,791	↑ 38,792,391	15,865,063	40.9%
	Sub-total SO 1		1,194,791	38,792,391	15,865,063	40.9%
Resilience building	SO 2	Act. 02	6,672,078	↑ 33,347,294	21,745,876	65.2%
		Act. 03	17,398,011	↓ 103,163	0	0.0%
	Sub-total SO 2		24,070,089	33,450,458	21,745,876	65.0%
Root causes	SO 3	Act. 04	8,229,467	↑ 9,299,313	2,671,391	28.7%
	Sub-total SO 3		8,229,467	9,299,313	2,671,391	28.7%
Resilience building	SO 4	Act. 05	5,573,395	↑ 15,007,722	7,957,280	53.0%
	Sub-total SO 4		5,573,395	15,007,722	7,957,280	53.0%
	SO 5	Act. 06	2,429,113	↑ 5,562,123	1,882,948	33.9%
	Sub-total SO 5		2,429,113	5,562,123	1,882,948	33.9%
Crisis response	SO 6	Act. 07		↑ 547,500	303,143	55.4%
	Sub-total SO 6			547,500	303,143	55.4%
	Non SO Specific				3,067,529	
	Total Direct Operational Cost		41,496,855	102,659,508	53,493,230	52.1%
	Direct Support Cost (DSC)		8,508,905	↓ 8,107,976	3,362,151	41.5%
	Indirect Support Cost (ISC)		3,250,374	↑ 7,160,880	2,655,039	37.1%
	Grand Total		53,256,134	↑ 117,928,364	59,510,420	50.5%

Source: SPA Plus, Sierra Leone CSP Annual Country Report 2022

Figure 2: CSP Sierra Leone 2020-2024 needs and resources, by strategic outcome

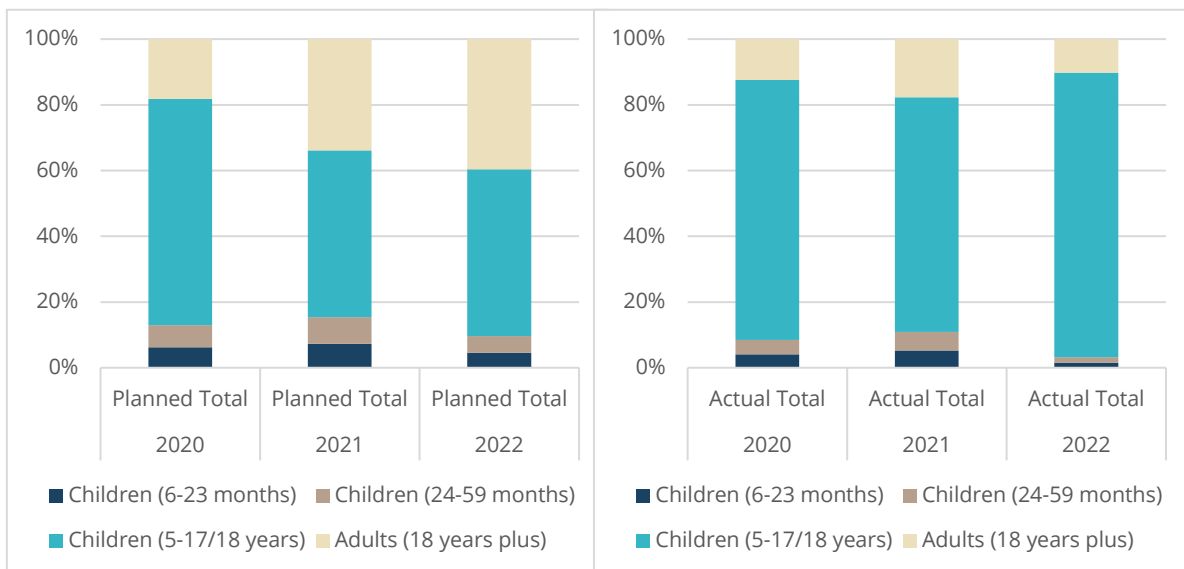


Source: SPA Plus, Sierra Leone CSP Annual Country Report 2022

3.3. PROGRAMME ACTIVITY PLANNING AND IMPLEMENTATION

22. As of July 2023, the CSP is approximately 53 percent funded, with the largest donors being Japan and the host government (providing 23.8 percent and 20.4 percent of allocated contributions), and flexible funding also representing a significant portion (18.1 percent) of resources.³²
23. The fourth budget revision brought the total number of planned beneficiaries for the CSP from the original 464,000 to 1.2 million people, most of these under crisis response in SO 1. The overall composition of the beneficiary portfolio by age, however, still reflects the significance of school feeding activities. School-aged children make up the largest share of planned and even more so of actual beneficiaries, reflecting higher reach in this demographic group compared to others (figure 3).

Figure 3: CSP Sierra Leone planned and actual beneficiaries, by age category

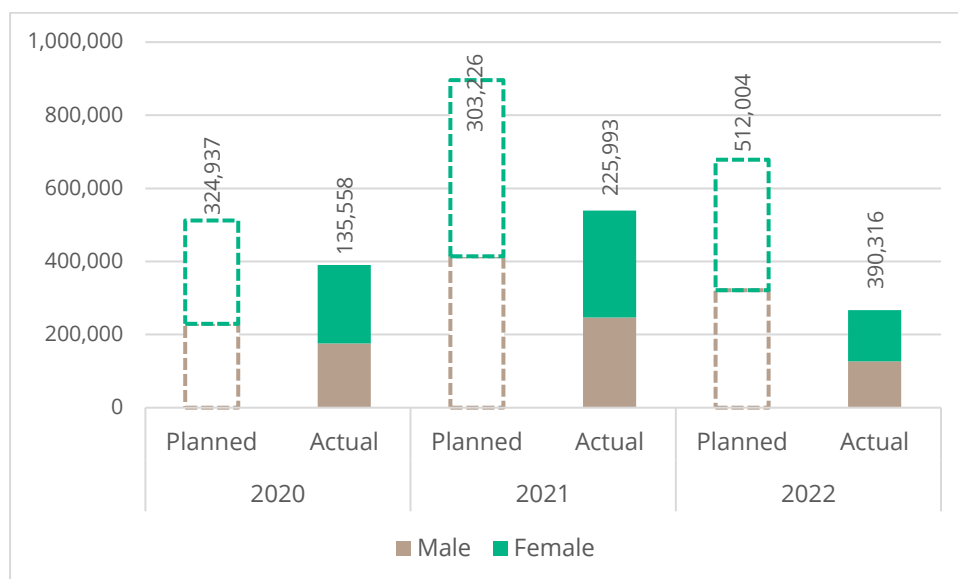


Source: COMET CM-R001b Sierra Leone 2018-2022

24. The share of planned beneficiaries reached by year has fluctuated, with the highest share of planned caseload reached in 2020 (76.2 percent) and the lowest in 2022 (39.3 percent). While under the T-ICSP, more women were targeted and reached than men (see annex 5), under the CSP, the numbers were more equal, reflecting the shift away from malnutrition treatment to prevention under SO 3 (figure 4). All Sierra Leone beneficiaries have been residents, except for approximately 3,000 internally displaced persons and 1,560 assisted in 2018.

³² WFP. 2023. CSP Resource Situation. FACTory (factory.wfp.org) (internal). Accessed 6/7/2023.

Figure 4: CSP Sierra Leone planned and actual beneficiaries, by sex



Source: COMET CM-R001b Sierra Leone

4. Evaluation scope, criteria and questions

4.1. EVALUATION SCOPE

25. The evaluation will cover all of WFP activities (including cross-cutting results) for the period from the beginning of CSP implementation in 2020 and through the end of data collection in 2024. The activities implemented under the T-ICSP 2018-2019 will not be evaluated. However, the evaluation will look at how the CSP builds on or departs from the previous activities under the T-ICSP and assess if the envisaged strategic changes have taken place and, if so, what their consequences have been as of 2024. The unit of analysis of this evaluation is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board (EB), as well as any subsequent budget revisions.
26. The evaluation will focus on assessing progress towards the CSP expected outcomes and cross cutting results, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including the WFP strategic positioning in the context of Sierra Leone, particularly as relates to relations with the national government and the international community.
27. Drawing from the available literature, the evaluation will also seek to understand the effects of COVID-19 on food security and how relevant and effective WFP was in responding to the COVID-19 crisis and how well WFPs work contributed to post-Ebola crisis recovery in Sierra Leone. In doing so, it will also consider how substantive the budget revisions and adaptations of WFP interventions in response to the crises have affected other interventions planned under the country strategic plan.

4.2. EVALUATION QUESTIONS AND CRITERIA

28. The evaluation will address four main questions common to all WFP CSPEs. Evaluation questions and sub questions will be prioritized, refined and validated during the inception phase, as relevant and appropriate to the country strategic plan and country context.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in Sierra Leone to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent was the CSP designed to align with the strategies and plans of the wider UN system and include appropriate strategic partnerships based on the comparative advantage of WFP in Sierra Leone?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages in Sierra Leone and as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering the changing context in Sierra Leone, national capacities and needs, and in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in CSierra Leone?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNDAF and UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, including from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3 – To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the WFP Sierra Leone CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

29. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable.

30. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Population (AAP), the environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys and other relevant socio-economic groups. The evaluation will assess the extent to which humanitarian principles have been respected during the implementation of activities. Given Sierra Leone's propensity to recurrent natural disasters and the experience of the COVID-19 pandemic and the Ebola Virus Disease (EVD), analysis will include the humanitarian principles of impartiality (non-discrimination, action based solely on need), independence

(including autonomy from political or economic objectives) and humanity (meaning that human suffering must be addressed wherever it is found, with particular attention to the most vulnerable). The evaluation will look at accountability to the affected population, including channels and strategies for communicating with beneficiaries, potential responses from beneficiaries and complaint mechanisms. Gender analysis will be an integral dimension of this evaluation, especially assessing the extent to which WFP operations bridged the gender gap prevailing in the country and the extent to which activities were designed, where relevant, to include transformative effects.

31. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the country office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in Sierra Leone. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified (see section 3.1 below) should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
32. At this ToR stage, the following learning themes have been tentatively identified:
 - To what extent has the CO materialized its intent to considerably mainstream gender and foster transformative effect as envisioned in the CSP?
 - How effective has been the CO's strategic shift from malnutrition treatment to malnutrition prevention, as per the CSP design?
 - What have been the gains of WFP's interventions geared at strengthening the capacity of national institutions in emergency preparedness, response and readiness in Sierra Leone?
 - To what extent has the Country Office been able to achieve an integrated approach in the programming and implementation of the various activities (school feeding programme, complementary gender-responsive, nutrition-sensitive and resilience building activities)?
33. The final list and formulation of key learning themes will be devised following further engagement with the Sierra Leone country office team during the inception phase.

5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH AND METHODOLOGY

34. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021) and Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
35. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
36. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

37. To operationalize this systemic perspective, the evaluation will use a Theory-Based Approach by means of reconstructing a Theory of Change (ToC) to ascertain whether, to what extent and how WFP interventions in Sierra Leone contributed to the attainment of results. That way, the theory-based approach will help conceptualize the evaluation and serve to structure and define the analysis. The reconstructed ToC will establish an intervention logic by laying out links among outputs, immediate outcomes, and intermediate outcomes. The ToC will outline the mechanisms of change, assumptions, risks and contextual factors that underpin or hinder the materialisation of theory into changes/outcomes. The first version of the ToC shall be reconstituted ex post by the evaluation team on the basis of a desk review. That draft will be finetuned after briefings and interviews with the country office during the inception phase.
38. The CSPE will adopt a mixed methods approach, whereby data collection and analysis are informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data should be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. Data collection techniques that are proposed for this CSPE include:
- **Desk review:** Review of the 2015-2019 United Nations Development Assistance Framework (UNDAF) and the 2020–2023 United Nations sustainable development cooperation framework (UNSDCF) and other relevant documentation on the context in Sierra Leone over the evaluation period; WFP strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports and outcome monitoring surveys, beneficiary feedback databases and other relevant documents; Government policies, strategies and reports; country strategies and reports from strategic partners, donors and cooperating partners; etc.
 - **Key informant interviews:** In-depth interviews with key informants, including WFP CO management and relevant staff in the country office and warehouse in Freetown, the two sub-offices (Makeni and Kanema) and the main logistics base in Port Loko. ; Government decision makers and technical staff at national and local level; donors and representatives and technical staff from other international institutions; United Nations (UN), managers and technical staff from cooperating partners and other country partners.
 - **Focus group interviews:** The evaluation team will carry out focus group interviews with affected populations in different districts where WFP operates. Target groups will include women, people with disabilities and the extremely poor.
 - **Direct observation:** The evaluation team will visit the warehouse in Freetown, the two sub-offices (Makeni and Kanema), the main logistics base in Port Loko and a minimum of 15 WFP intervention sites (including schools, distribution sites, amongst other), covering an as diverse as possible range of WFP interventions and target population groups.
 - **Surveys:** The evaluation team will conduct in-person surveys with affected populations. The survey will complement secondary data available at the household level, illustrate the relevance of WFP activities to the specific needs of different categories of households and identify potential variations in the benefits derived from WFP activities. The sample will be stratified by gender to ensure adequate representation of women and men groups. Given the scope of the whole evaluation, the sample will not be representative of the target population, and the results will be interpreted as indicative findings. The evaluation team will devise the sample estimation strategy after the inception mission. Key estimation parameters will be the margin of error, target population size, and anticipated response rate. The targeted sample size would be about 500 participants.
39. Triangulation will be an essential component of this evaluation to ensure the reliability and robustness of the results. It will mainly be based on various data sources and different data collection tools. In terms of performance analysis, output and outcome indicators will be analysed in an integrated manner, cross-referencing them with data on funding levels, with survey data and with qualitative information that will be collected by the evaluation team.

40. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents, and on some scoping interviews with the programme managers. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.
41. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 8). In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling technique to be applied.
42. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the country strategic plan was designed.
 - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
43. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

5.1. EVALUABILITY ASSESSMENT AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

44. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods and techniques. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
45. At this stage, the following evaluability challenges have been identified:
 - *Access to the WFP intervention sites is one of major challenges.* Due to the conditions of roads, and infrastructure in some of the country's remote regions, field trips might be constrained. In consultation with the Country Office, OEV and the Evaluation Team will elaborate a fieldwork schedule that takes into account potential access constraints to the sites.
 - *Reduced temporal scope.* The evaluation is conducted during the penultimate year of the CSP which reduces the temporal scope in relation to the attainment of expected results.

- *Logical framework presents overall continuity of indicators across its different versions.* The latest logical framework of the CSP (28/11/2022) corresponds to the realignment of the CO results framework with WFP new Corporate Strategic Framework (CRF) 2022-2025; however, the reporting of results until 2022 was done under the previous CRF and logical framework (26/05/2020). From a quantitative standpoint, there were 34 outcome, 9 cross-cutting and 40 output indicators, of which 24, 9 and 29 were included across all versions of the logical framework (Annex 7 provides further details). Continuity is observed, despite the transition from the T-ICSP 2018-2020 to the CSP 2020-2024; for instance, in terms of outcome indicators, most of them have remained constant across the two CSPs although some are seen under different strategic outcomes. This could allow for an analysis over time, considering the measurements available for different populations; some disaggregation of measurement includes children, pregnant and breastfeeding women and girls, people living with human immunodeficiency virus (HIV) and tuberculosis (TB). One cross-cutting indicator was discontinued from the T-ICSP to the CSP.
- *Reporting on indicators varies across SOs with gaps mainly on follow-up values.* Twenty-one baseline values of outcome indicators were reported in 2021 and year-end and CSP-end targets were only stated for 20 to 25 outcome indicators at most, follow-up values are only available for 13, 15 and 11 indicators in 2020, 2021 and 2022, respectively. One notable gap is the lack of follow-up values for 2021 and 2022 for all outcome indicators under SO3. For output values, only five indicators in 2020 present target values but that number goes up to 18 in 2022, still distant from the overall number of indicators (40). Nonetheless, in 2021 and 2022, 16 actual values out of 18 planned indicators were reported. In many cases it is possible to observe a continuity of indicators for most of the years from the T-ICSP and CSP, such is the case of indicators under SO related to support to smallholder farmers. In the case of cross-cutting indicators, most of them have follow-up values available from 2019 under the T-ICSP up to 2022 under the CSP.
- *From a qualitative standpoint and given the change in focus as reflected by different budget revisions, such indicators above will need to be cross-referenced and interpreted within a broader context of operations paying heed to the evolution of the socio-economic context and humanitarian needs and the evolving funding levels.* Beyond the descriptive statistics per indicator, the evaluation team will need to analyse data reported on different sets on indicators in an integrated manner by means of cross-tabulating and cross-referencing the analysis on those indicators. Qualitative information will be an essential integral part of the analysis, and will help complement, elucidate and substantiate results on the quantitative strand of the analysis.

46. The evaluation team will review and assess these limitations and devise measures to mitigate them.

5.2. ETHICAL CONSIDERATIONS

47. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.³³ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).³⁴ This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

³³ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

³⁴ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

48. The Office of Evaluation will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Sierra Leone CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.³⁵
49. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.³⁶
50. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.3. QUALITY ASSURANCE

51. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
52. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. It is therefore essential that the evaluation company foresees sufficient resources and time for this quality assurance.
53. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The (Deputy) Director of OEV must approve all evaluation deliverables. A total of three rounds of comments between the QA1 and QA2 is deemed acceptable.
54. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

³⁵ "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

³⁶ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

55. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 1 presents a more detailed timeline. The country office and regional bureau will be consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Main phases	Timeline	Tasks and deliverables
1.Preparation	[Completed] 23 October 2023	Final ToR Evaluation team and/or firm selection & contract
2. Inception	6-10 November 2023 4-8 December 2023 15 March 2024	HQ briefing (remote) Inception mission to Sierra Leone Inception report
3. Data collection	15 April-3 May 2024	Evaluation mission, data collection and exit debriefing
4. Reporting	14 June 2024 29 July-2 August 2024 5 September 2024 9 September 2024	Submission of draft report Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	15 November 2024 30 November 2024	Management response and Executive Board preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

56. The CSPE will be conducted by a gender balanced team of two international consultants and two national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with proficiency in English who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 4: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership (Essential)	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems. • Strong experience in evaluating design and implementation of strategic plans, organisational positioning, and partnerships. • strong understanding of the multilateral cooperation system (UN environment). • Strong experience with evaluations in West Africa and preferably in the Republic of Sierra Leone. • Relevant experience in both humanitarian and development contexts is desirable. • Experience in conducting theory-based evaluations is required. • Strong presentation skills and ability to deliver on time. • Fluency and excellent writing skills in English. • Prior experience in WFP evaluations is desirable.

Areas of CSPE	Expertise required
Humanitarian assistance (Desirable)	<ul style="list-style-type: none"> • Unconditional transfers. • Food security and nutrition information systems (including early warning and nutrition surveillance). • Inter-agency coordination and service/platforms provisions. • Technical expertise in cash-based transfer programmes.
School meals (Essential)	Experience with evaluating school-based programmes (including Home-Grown School Feeding (HGSF)).
Gender equality and empowerment of women (Essential)	Thematic experience in gender and proven experience in applying gender lenses to evaluate humanitarian and development programmes.
Nutrition-specific intervention, policies, and systems (Essential)	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition as well as support to nutrition-related national processes and policies.
Smallholder farmer support (Essential)	Technical expertise in Food Assistance for Assets, smallholder farmer support, farmer organisations, market access, food systems, natural resource management and sustainable land management, climate change adaptation <i>and climate-smart agriculture</i> , and a proven track record of evaluating such activities.
Institutional capacity strengthening (Desirable)	Experience with evaluating institutional capacity strengthening activities in the areas of public policies, social safety nets, emergency preparedness and response/disaster risk management, school feeding programs, smallholders' productivity support, and national data and information systems.
Research Assistance (Essential)	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, mobile phone survey design, analysis of M&E data, data cleaning and analysis, writing and presentation skills, proofreading, and note taking.
Quality assurance and editorial expertise (Essential)	<ul style="list-style-type: none"> • Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries). • Experience in quality assurance of written technical reports and briefs.
<p>Note:</p> <ul style="list-style-type: none"> • <i>All activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions, the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i> • <i>We are looking for a team of people who, together, can combine an understanding of the subject matter as outlined above with relevant evaluative skills and experience of West Africa and/or the Republic of Sierra Leone.</i> 	

6.3. ROLES AND RESPONSIBILITIES

57. This evaluation is managed by the WFP Office of Evaluation. Emmanuel Hakizimfura has been appointed as evaluation manager (EM). The Research Analyst (RA) appointed for this evaluation is Sanela Muharemovic. Neither the evaluation manager nor the research analyst has worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, the Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in June 2025.

58. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team (see Annex 6). The country office will facilitate the evaluation team's contacts with stakeholders in Sierra Leone; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Until a new Head of Research, Assessment and Monitoring (RAM) is on board at the CO, the Country Director, Yvonne Forsen, is the WFP Sierra Leone country office focal point for this evaluation and will play a critical role in coordinating the evaluation in close communication with the evaluation manager and the evaluation team. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

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

6.5. COMMUNICATION

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

60. A communication and knowledge management plan (See Annex 9) will be further elaborated by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.
61. All evaluation products will be in English, including the inception report and evaluation report. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available.
62. To support communication of evaluation results, the Evaluation Team is expected to take and collect pictures and other media (video and audio) in the field, respecting local customs, and to share those with OEV for use in communication products such as evaluation reports, briefs, presentations, and other means which can be used to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.
63. The evaluation report should be balanced and provide boxes that describes good practices and approaches and how they might have contributed to the attainment of results.
64. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2025. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

6.6. THE PROPOSAL

65. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Proposals should build in sufficient flexibility to deal with possible risks e.g., travel restrictions that might be due to epidemics or flare-up of civil unrest/conflict might hinder travel to the country.

66. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
67. All evaluation products will be produced in English.
68. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.
69. 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.
70. Considering the relatively small scale and the relatively low level of complexity of the WFP Sierra Leone portfolio, we expect the cost of this evaluation to be significantly below the average cost of a CSPE.

Annexes

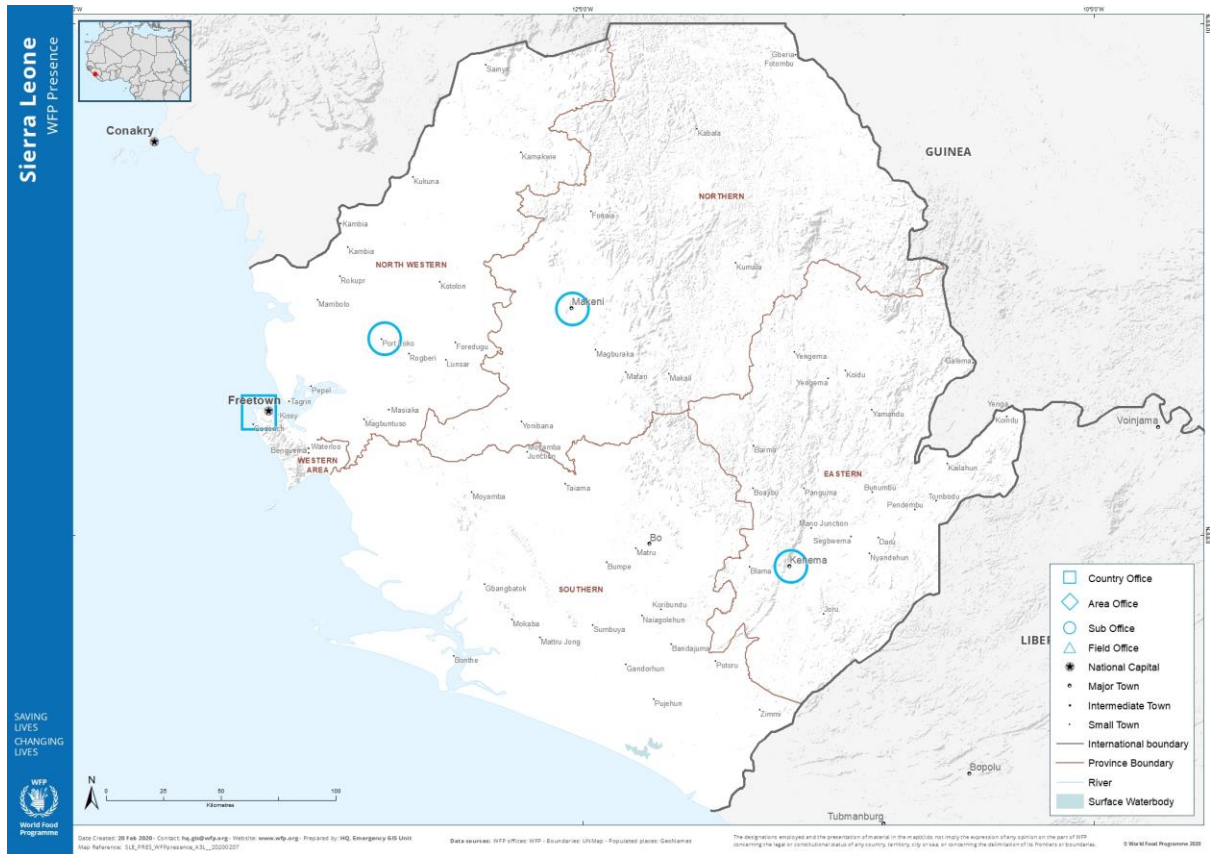
Annex 1: Timeline

Phase 1 - Preparation		Roles	Dates
	Elaboration of Terms of Reference (ToR)	EM+RA+QA2	[Completed]
	Contracting evaluation firm	EM	23 October 2023
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	Starting 23 October 2023
	HQ & RB inception briefing	EM+RA+Team	6-10 November 2023
	Inception mission (in-country)	EM+RA+TL	4-8 December 2023
	Submit draft inception report (IR)	TL	10 January 2024
	OEV quality assurance and feedback	EM+RA	11-15 January 2024
	Submit revised IR	TL	22 January 2024
	IR review and further revisions (if necessary)	EM+RA	23-26 January 2024
	IR clearance to share with CO	DoE/DDoE	8 February 2024
	EM circulates draft IR to CO for comments	EM	9-23 February 2024
	Submit revised IR	TL	1 March 2024
	IR review	EM+RA	4-8 March 2024
	Seek final approval by QA2	EM	By 15 March 2024
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	18 March 2024
Phase 3 - Data collection, including fieldwork ³⁷			
	Preparations for the data collection mission (schedule, logistics)	EM+QA2+ET	18 March-10 April 2024
	In country / remote data collection	Team	15 April-3 May 2024
	Exit debrief (ppt)	TL	3 May 2024
	Preliminary findings debrief	Team	17 May 2024
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	14 June 2024
	OEV quality feedback sent to TL	EM+RA	17-20 June 2024
Draft 1	Submit revised draft ER to OEV	TL	21-27 June 2024
	DDoE window to review D1	DDoE	28 June-3 July 2024
	ET adjustments to address DDoE comments received	ET	4-9 July 2024
	EM+QA2 check whether DDoE comments have been adequately addressed	EM+RA+QA2	10-11 July 2024
	Seek clearance prior to circulating the ER to IRG	DoE/DDoE	12-16 July 2024
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	16-29 July 2024
	Consolidate WFP comments and share with team	EM	30 July 2024
	Stakeholder workshop in country	EM+QA2+TL	Week of 29th July 2024

³⁷ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	9 August 2024
Draft 2	Review D2	EM+RA	14 August 2024
	Submit final draft ER to OEV	TL	21 August 2024
Draft 3	Review D3	EM+RA	22-28 August 2024
	Seek final approval by DoE/DDoE	DoE/DDoE	By 5 September 2024
SER	Draft summary evaluation report	EM	5 September 2024
	Seek SER validation by TL	EM	By 9 September 2024
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	-10-13 Sept 2024
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	20 Sept 2024
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	7 Oct 2024
	Tail end actions, OEV websites posting, EB round table etc.	EM	15 Nov 2024
	Presentation and discussion of SER at EB Round Table	DoE/DDoE & EM	June 2025
	Presentation of summary evaluation report to the EB	DoE/DDoE	June 2025
	Presentation of management response to the EB	D/ CPP	June 2025

Annex 2: Map of WFP presence in Sierra Leone



Source: WFP (2020). Sierra Leone WFP Presence

Annex 3: Line of Sight

Line of Sight - Sierra Leone CSP 2020-2024

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)	Strategic Result 5 – Capacity-building (SDG Target 17.9)
Crisis response	Resilience building	Root causes	Resilience building	Resilience building	
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.	
Budget SO 1: USD 1.4 million	Budget SO 2: USD 30.6 million	Budget SO 3: USD 10.6 million	Budget SO 4: USD 7.3 million	Budget SO 5: USD 3.1 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 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). 	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 3) benefit from strengthened Government capacity to implement the national school feeding programme and access to free and quality primary education (SDG 4). 	OUTPUTS <ul style="list-style-type: none"> Targeted 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. 	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). 	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 C). 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 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).	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).	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).	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).	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).	
	ACTIVITY 3: Provide assistance to the Government-led national school feeding programme (activity category 10; modalities: capacity-strengthening, food and/or service delivery).			TOTAL BUDGET: USD 53.2 million	

Line of Sight - Sierra Leone T-ICSP 2018-2019

SR 1 – Everyone has access to food (SDG Target 2.1)		SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 3 – Smallholder productivity and incomes (SDG Target 2.3)	SR 5- Countries strengthened capacities (SDG Target 17.9)
CRISIS RESPONSE	RESILIENCE BUILDING	ROOT CAUSES	RESILIENCE BUILDING	RESILIENCE BUILDING
<p>OUTCOME 1: Crisis-affected populations in targeted areas have met their basic food and nutrition needs during and in the aftermath of crises.</p>	<p>OUTCOME 2: Chronically food-insecure populations in targeted areas in Sierra Leone have met their basic food and nutrition needs all year-round.</p>	<p>OUTCOME 3: Children and pregnant and lactating women in districts with the highest rates of stunting and acute malnutrition as well as malnourished people living with HIV/TB nationwide will have improved nutritional status by 2020.</p>	<p>OUTCOME 4: Food-insecure smallholders and communities in targeted areas have improved livelihoods and resilience throughout the year.</p>	<p>OUTCOME 5: Capacities of national institutions are strengthened to address chronic food insecurity and improve rapid response capabilities by 2019.</p>
<p>OUTPUTS:</p> <ul style="list-style-type: none"> Crisis-affected populations (Tier 1) receive food and/or cash transfers (output category A1) in order to meet basic food and nutrition needs (SR1) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> Targeted populations (Tier 1) receive cash transfers (output category A1) during the lean season in order to meet basic food and nutrition needs (SR1) Targeted populations (Tier 1) receive information on other national social protection programs (output category E) in order to meet basic food and nutrition needs (SR1) Targeted school children and cooks (Tier 1) receive food transfers (output category A2) in order to meet basic food and nutrition needs Targeted school children (Tier 3) benefit from improved management and delivery of school meals programme in order to better meet their basic food and nutrition needs 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> PLW and children 6-59 months (Tier 1) receive nutritious foods (output category B) in order to treat moderate acute malnutrition (SR2) Targeted populations (Tier 3) benefit from strengthened public-private partnership for food fortification standards and specialized nutritious food production in order to better progress to zero hunger and to improve nutrition status PLW and children 6-59 months (Tier 1) receive SBCC messaging (output category E) in order to improve nutrition-related behaviour (SR2) Targeted people living with HIV/TB (Tier 1) receive nutritious foods (output category B) in order to treat moderate acute malnutrition (SR2) Targeted people living with HIV/TB (Tier 1) receive nutrition counselling and other services (output category E) to improve nutrition status (SR2) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> Community members and smallholder farmers (Tier 1) benefit from food assistance and productive assets (output category A) in order to improve their livelihoods and resilience to natural shocks and climate change (SR3) Smallholder farmers (Tier 2) receive intensive training programmes on post-harvest management and nutrition-sensitive and climate adaptive farming techniques (output category F) in order to improve their productivity and income (SR3) Smallholder farmers (Tier 1) benefit from increased local procurement and enhanced linkages between farmer-based organizations and the private sector (output category F) in order to increase their productivity and income (SR3) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> Food-insecure people in targeted areas (Tier 3) benefit from strengthened national school feeding activities and related policy formulation and monitoring (output category C) in order to better progress towards zero hunger (SR5) Populations affected by disasters (Tier 3) benefit from improved disaster management and food security and monitoring capabilities (output category C) in order to receive timely food assistance in an emergency (SR5) The population in targeted schools (Tier 3) benefits from stronger food supply chains (output category C) that improve their access to quality food and their nutrition status
<p>ACTIVITY 1: Provide food assistance to vulnerable households affected by disasters or sudden onset emergencies (1 – in-kind or CBT)</p>	<p>ACTIVITY 2: Provide food/cash based transfers to chronically food-insecure populations (1 – in-kind CBT)</p>	<p>ACTIVITY 3: Deliver SBCC in combination with the provision of nutritious food to targeted PLW and children 6-23 months, and strengthen public-private partnerships, in order to prevent stunting (6 – in-kind; 9 – CS)</p>	<p>ACTIVITY 6: Provide food assistance for assets (in-kind or cash transfer), including land rehabilitation and small community infrastructure to smallholder farmers and productive farming cooperatives (2 – in-kind or CBT)</p>	<p>ACTIVITY 8: Provide capacity strengthening and technical support to the Government on national school feeding (9 – CS, SP)</p>
	<p>ACTIVITY 10: Provide integrated school meals to primary school children in targeted chiefdoms (4 – in-kind)</p>	<p>ACTIVITY 4: Provide MAM treatment, through targeted supplementary feeding and SBCC for children 6-59 months and for PLW (5 – food)</p>	<p>ACTIVITY 7: Provide training to farmer-based organizations and strengthen market access for smallholder farmers (7 – CS)</p>	<p>ACTIVITY 9: Provide technical assistance to national disaster management authority and MAFFS in priority areas (11 – CS)</p>
		<p>ACTIVITY 5: Provide Food by Prescription (FbP), complemented with nutrition counselling and other services, for malnourished people living with HIV/TB (5 – in-kind)</p>		

Annex 4: Approved Country Strategic Plan document

[Sierra Leone country strategic plan \(2020–2024\) \(wfp.org\)](#)

[Sierra Leone T-ICSP \(Jan - Dec 2018\) \(wfp.org\)](#)

Annex 5: Transitional Interim Country Strategic Plan (T-ICSP)

The Transitional Interim Country Strategic Plan (T-ICSP) covered three focus areas:

- Crisis response to disaster and sudden onset emergencies (strategic outcome (SO) 1).
- Addressing root causes of food insecurity by fighting malnutrition (SO 3).
- Resilience building through supporting year-round access to food for chronically food insecure populations (SO2); food assistance for assets and training for smallholder farmers (SO 4); and institutional capacity strengthening to the government of Sierra Leone in the areas of home-grown school feeding and disaster response management (SO 5).

The first budget revision (BR) to the T-ICSP, undertaken in October 2018, extended the plan for six months to accommodate the delayed ZHSR completion and consultation with the newly elected government, and added a school meals activity under SO 2 at the request of the government.¹ The T-ICP document also referenced the Sierra Leone United Nations Development Assistance Framework (UNDAF) as well as learning from the evaluation of the regional EVD response. While the country programme was not evaluated, the recommendations stemming from the 2018 evaluation of the PRRO were taken on board in the first budget revision of the T-ICSP and in the design of the new CSP.²

Sierra Leone Transitional Interim Country Strategic Plan 2018-2019

Strategic Outcomes	Activities	Modalities
01: Crisis-affected populations in targeted areas have met their basic food and nutrition needs during and in the aftermath of crises.	01: Food assistance to vulnerable households affected by disasters or sudden onset emergencies	In-kind, CBT
02: Chronically food-insecure populations in targeted areas in Sierra Leone have met their basic food and nutrition needs all year-round.	02: Food/cash-based transfers to chronically food-insecure populations	In-kind, CBT
	10 (BR01): Integrated school meals to primary school children in targeted chiefdoms	In-kind
03: Children and pregnant and lactating women in districts with the highest rates of stunting and acute malnutrition as well as malnourished people living with HIV/TB nationwide will have improved nutritional status by 2020.	03: Provision of nutritious food to targeted PLW and children 6-23 months, and strengthen public-private partnerships, in order to prevent stunting	In-kind, CS
	04: MAM treatment, through targeted supplementary feeding and SBCC for children 6-59 months and for PLW	Food
	05: Food by Prescription (FbP), complemented with nutrition counselling and other services, for malnourished people living with HIV/TB	In-kind
04: Food-insecure smallholders and communities in targeted areas have	06: Provide food assistance for assets (in-kind or cash transfer), including land rehabilitation and small community infrastructure to smallholder farmers and productive farming cooperatives	In-kind, CBT

¹ World Food Programme Executive Board. (25 October 2018). Revision of Sierra Leone transitional interim country strategic plan.

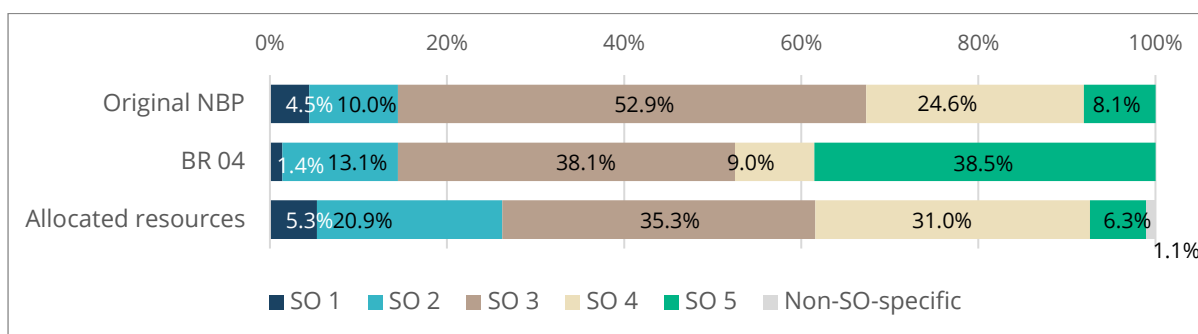
² World Food Programme (June 2018). Sierra Leone Management Response

improved livelihoods and resilience throughout the year.	07: Provide training to farmer-based organizations and strengthen market access for smallholder farmers	5
05: Capacities of national institutions are strengthened to address chronic food insecurity and improve rapid response capabilities by 2019.	08: Provide capacity strengthening and technical support to the Government on national school feeding	5
	09: Provide technical assistance to national disaster management authority and MAFFS in priority areas	5

Source: Sierra Leone Transitional Interim Country Strategic Plan (2018), BR 01, 02, 03, 04, 05

Following the first budget revision, the T-ICSP was revised four more times: in January 2019 (BR 02) to adjust the school meals (activity 10) ration size and introduce service provision component in capacity strengthening for the Systems Approach for Better Education Results – School Feeding (SABER-SF) process (activity 8); in June 2019 (BR 03) to increase the number of beneficiaries and extend school feeding (activity 10); in October 2019 (BR 04) to increase the school feeding beneficiary caseload, and in December 2019 (BR 05) for technical reasons.³ As BR 05 did not reflect a factual increase in needs, the table below treats BR 04 as the last revision to the T-ICSP. Over the course of the four revisions, the needs-based plan more than doubled, from less than USD 20 million to almost USD 44 million. The largest increase in needs was associated with capacity strengthening under SO 05, however the resources did not follow. Overall, slightly more than one third of the portfolio was funded, but resources were not equally distributed across strategic outcomes or activities, with some having more resources than planned (activities 1 and 6) and others with little or no resources allocated (activities 7 and 8).

T-ICSP Sierra Leone 2018-2019 needs and resources by strategic outcome



Source: SPA Archive, SPA Plus, Sierra Leone T-ICSP Annual Country Report 2019

³ A technical issue arose in WFP's system WINGS wherein the budgeted changes from the two previous budget revisions of the T-ICSP were not reflected correctly, and this was resolved by artificially increasing the budget amount in BR05. The budget review entailed no changes related to strategic outcomes, activities, or duration of the T-ICSP. Source: Sierra Leone Transitional Interim Country Strategic Plan, Revision 5. 2019.

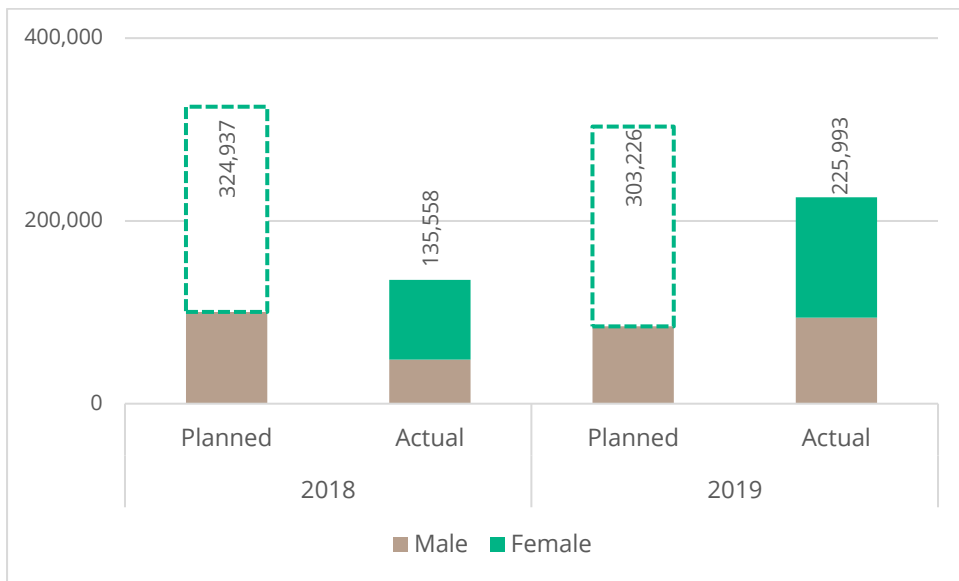
T-ICSP Sierra Leone (2018-2019) cumulative financial overview

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 04 (USD)	Cumulative allocated resources	Resourcing level (%)
Crisis response	SO 1	Act. 01	705,616	↓ 519,392	718,682	138.4%
	Sub-total SO 1		705,616	519,392	718,682	138.4%
Resilience building	SO 2	Act. 02	1,581,283	↓ 134,025	228,393	170.4%
		Act. 10		↑ 4,715,791	2,609,511	55.3%
	Sub-total SO 2		1,581,283	4,849,816	2,837,904	58.5%
Root causes	SO 3	Act. 03	2,353,798	↑ 5,479,466	1,605,367	29.3%
		Act. 04	3,434,124	↑ 5,757,014	1,500,486	26.1%
		Act. 05	2,586,382	↑ 2,900,814	1,682,818	58.0%
	Sub-total SO 3		8,374,304	14,137,293	4,788,671	33.9%
Resilience building	SO 4	Act. 06	3,181,272	↓ 2,857,808	4,205,091	147.1%
		Act. 07	710,410	↓ 473,680	0	0.0%
	Sub-total SO 4		3,891,682	3,331,488	4,205,091	126.2%
	SO 5	Act. 08	206,695	↑ 13,096,790	277,927	2.1%
		Act. 09	1,070,188	↑ 1,214,660	579,231	47.7%
	Sub-total SO 5		1,276,883	14,311,450	857,158	6.0%
Non SO/activity Specific					142,464	
Direct Operational Cost			15,829,768	37,149,440	13,549,970	36.5%
Direct Support Cost (DSC)			2,516,011	↑ 4,096,277	1,807,887	44.1%
Indirect Support Cost (ISC)			1,284,205	↑ 2,680,972	843,481	31.5%
Grand Total			19,629,984	43,926,688	16,201,338	36.9%

Source: System for Project Approval (SPA) Archive, System for Project Approval Plus (SPA Plus), Sierra Leone T-ICSP Annual Country Report 2019

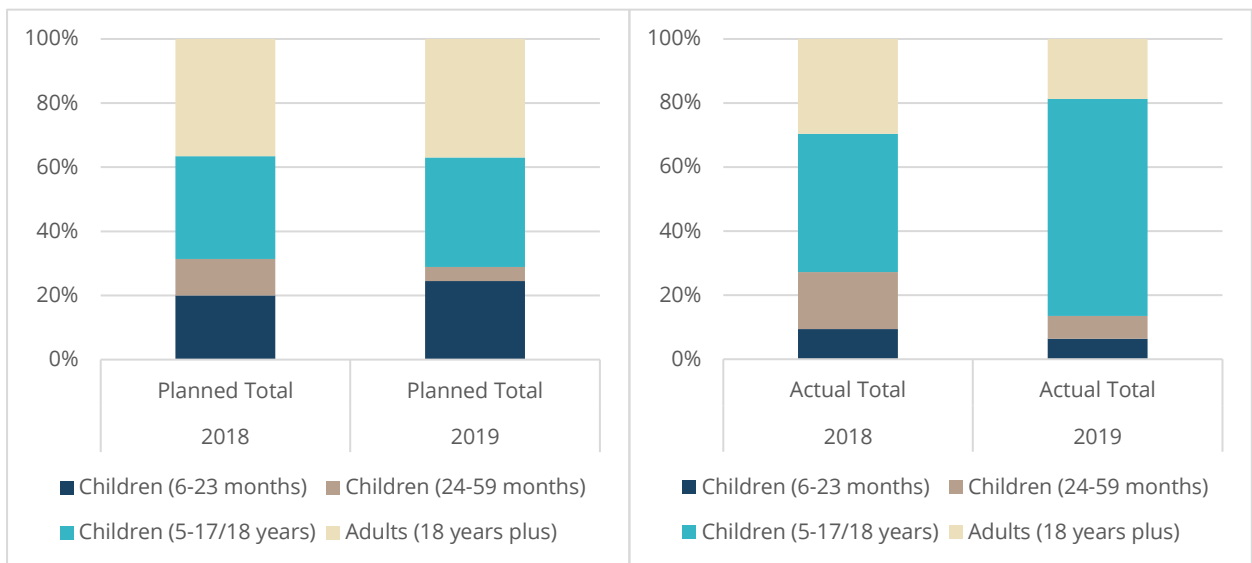
The T-ICSP reached approximately 42 percent of planned beneficiaries in 2018 and 75 percent in 2019. There was quite a large disparity in the share of female and male beneficiaries reached in 2019, when 60.4 percent of planned women beneficiaries were reached compared to 111.1 percent of men; however, the absolute number of women beneficiaries was higher than of men; the T-ICSP targeted more female than male beneficiaries. Under the T-ICSP, the share of beneficiaries below the age of 2 was particularly low, below 20 percent of planned figures.

T-ICSP Sierra Leone (2018-2019) planned and actual beneficiaries, by sex



Source: COMET CM-R001b Sierra Leone

T-ICSP Sierra Leone (2018-2019) planned and actual beneficiaries, by age category



Source: COMET CM-R001b Sierra Leone

Annex 6: ToR for Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

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

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

3. Roles

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

The IRG's main role is as follows:

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

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

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. It is in that regard that the composition of the IRG is proposed in the table below for the Sierra Leone CSPE.

The table below provides an overview of IRG composition. The IRG should not exceed 15 active members.

Country office	Regional bureau
<ul style="list-style-type: none"> • Evaluation Focal Point (nominated by CD) • Head of Programme • Deputy Country Director • Country Director 	<p>Nominated members:</p> <ul style="list-style-type: none"> • Head of Programme Cycle • Senior Research, Assessment & Monitoring advisor • Senior Nutrition Adviser <p>Keep in copy: REO and RDD</p>
<p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol Communication Protocol for CEs and DEs.docx (sharepoint.com)</p>	

5. Approach for engaging the IRG:

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

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

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

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

Annex 7: Evaluability Assessment

WFP Sierra Leone's Country Strategic Plan 2020-2024 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (03/04/2019)	Total nr. of indicators	29	9	33
v 2.0 (10/02/2020)	New indicators	-	-	-
	Discontinued indicators	-	-	-
	Total nr. of indicators	29	9	33
v 3.0 (26/05/2020)	New indicators	5	-	7
	Discontinued indicators	-	-	-
	Total nr. of indicators	34	9	40
V 4.0 - realignment (28/11/2022)	New indicators	3	2	8
	Discontinued indicators	5	-	6
	Total nr. of indicators	32	11	42
Total number of indicators that were included across all logframe versions (*)		24	9	29

(*) The methodology of some indicators has been updated with the CRF 2022-2025 and therefore continuation might or might not be observed.

WFP Sierra Leone's Transitional Interim Country Strategic Plan 2018-2020 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (13/04/2017)	Total nr. of indicators	19	7	23
v 2.0 (07/05/2018)	New indicators	4	-	10
	Discontinued indicators	-	-	-
	Total nr. of indicators	23	7	33
v 3.0 (02/11/2018)	New indicators	-	-	-
	Discontinued indicators	-	-	-
	Total nr. of indicators	23	7	33
V 4.0 - (03/12/2018)	New indicators	3	-	1
	Discontinued indicators	-	-	-
	Total nr. of indicators	26	7	34
V 5.0 - (24/01/2019)	New indicators	6	3	20
	Discontinued indicators	-	-	-
	Total nr. of indicators	32	10	54
Total number of indicators that were included across all logframe versions (*)		19	7	23

Analysis of results reporting in Sierra Leone annual country reports 2020-2022				
		ACR 2020	ACR 2021	ACR 2022
Outcome indicators				
	Total number of indicators in applicable logframe	34	34	34
Baselines	Nr. of indicators with any baselines reported	16	21	15
Year-end targets	Nr. of indicators with any year-end targets reported	20	25	16
CSP-end targets	Nr. of indicators with any CSP-end targets reported	20	20	16
Follow-up	Nr. of indicators with any follow-up values reported	13	15	11
Cross-cutting indicators				
	Total number of indicators in applicable logframe	9	9	9
Baselines	Nr. of indicators with any baselines reported	6	7	6
Year-end targets	Nr. of indicators with any year-end targets reported	8	8	8
CSP-end targets	Nr. of indicators with any CSP-end targets reported	8	8	8
Follow-up	Nr. of indicators with any follow-up values reported	7	7	7
Output indicators				
	Total number of indicators in applicable logframe	40	40	40
Targets	Nr. of indicators with any targets reported	5	16	18
Actual values	Nr. of indicators with any actual values reported	13	16	16

Analysis of results reporting in Sierra Leone transitional interim annual country reports 2018-2020			
		ACR 2018	ACR 2019
Outcome indicators			
	Total number of indicators in applicable logframe	26	32
Baselines	Nr. of indicators with any baselines reported	17	21
Year-end targets	Nr. of indicators with any year-end targets reported	22	22
CSP-end targets	Nr. of indicators with any CSP-end targets reported	23	22
Follow-up	Nr. of indicators with any follow-up values reported	16	15
Cross-cutting indicators			
	Total number of indicators in applicable logframe	7	10
Baselines	Nr. of indicators with any baselines reported	4	4
Year-end targets	Nr. of indicators with any year-end targets reported	4	6
CSP-end targets	Nr. of indicators with any CSP-end targets reported	4	6
Follow-up	Nr. of indicators with any follow-up values reported	4	6
Output indicators			
	Total number of indicators in applicable logframe	34	54
Targets	Nr. of indicators with any targets reported	17	18
Actual values	Nr. of indicators with any actual values reported	17	18

Annex 8: Template for evaluation matrix

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?				
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?				
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?				
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?				
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?				
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in the country?				
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative? ⁴¹				

⁴¹ Question 2.1 has to be systematically addressed at SO level. For each SO there must be specific lines of enquiry addressing, as relevant, the different dimensions that are part of the expected outcome.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?				
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?				
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?				
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?				
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.4 To what extent were alternative, more cost-effective measures considered?				
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?				
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?				

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

Annex 9: Communication and knowledge management Plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/ CM	EM	July 2023	July 2023
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM	EM	July 2023	July 2023
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM	EM	October 2023	N/A
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET	EM	October 2023	N/A
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	May 2024	N/A
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	October 2024	November 2024
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network 	EM	CM	October 2024	November 2024

			platforms (UNEG, ALNAP) • Newsflash				
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	November 2024	November 2024
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	November 2024	November 2024
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	March 2025	March 2025
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	March 2025	March 2025
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	March 2025	March 2025
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	EM	March 2025	March 2025
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM			
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	March 2025	March 2025

Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • WFP country/regional office/local stakeholders • WFP staff 	Presentation	EM			
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • WFP evaluation 	Presentation	EM			
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> • WFP Technical staff/programmers /practitioners • WFP governance/management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Presentations • Email • WFP webpages 	EM/CM			
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 	CM	EM		
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM		

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)

Annex 10: Acronyms

ACR	Annual Country Report
BR	Budget Revision
CBT	Cash-based transfers
CO	Country Office
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
EB	Executive Board
EM	Evaluation Manager
HIV	Human immunodeficiency virus
IFI	International Financing Institution
MAM	Moderate acute malnutrition
ODA	Official Development Assistance
PHQA	Post Hoc Quality Assessment
SBCC	Social and behaviour change communication
SO	Strategic Outcome
T-ICSP	Transitional Interim Country Strategic Plan
TB	Tuberculosis
ToR	Terms of Reference
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNEG	United Nations Evaluation Group
VNR	Voluntary National Review
WFP	World Food Programme

Office of Evaluation

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