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Evaluation of Liberia WFP Country Strategic Plan 2019-2026

Terms of reference

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1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

2. Reasons for the evaluation

2.1. RATIONALE

4. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the [WFP Policy on Country Strategic Plans](#) (2016) and the [Evaluation Policy](#) (2022). They provide an opportunity for the country office (CO) to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board approval in February 2026.

2.2. OBJECTIVES

5. 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 Liberia; and 2) provide accountability for results to WFP stakeholders.

2.3. KEY STAKEHOLDERS

6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key stakeholders of the CSPE are the WFP Liberia country office, regional bureau in Dakar and headquarters technical divisions (including emergency preparedness and response, school meals and social protection, nutrition and food quality, and staff working on country capacity strengthening). Other stakeholders include the Executive Board (EB), the Government of Liberia, as well as a range of additional stakeholders detailed below, which the CSPE will seek to engage.
7. The Government of Liberia is a main stakeholder in the implementation of the WFP CSP. WFP is partnering closely with the government on activities related to school feeding and the enhancement of national coordination mechanisms and information management, monitoring systems for food security and nutrition, and disaster risk management and response mechanisms. In addition, WFP provides training and technical support to smallholder farmers and school communities managing school feeding activities. Key national stakeholders that the evaluation will engage with therefore include: the Ministry of Education, the Ministry of Agriculture, the Ministry of Health, Ministry of Gender, Children and Social Protection, the Ministry of Youth and Sports and the National Bureau of Concession among others.
8. The CSPE will also seek to engage affected populations, including women and men smallholder farmers, adolescent boys and girls enrolled in schools, community leaders, teachers, parents, cooks and other participants in WFP activities to learn directly from their perspectives and experiences. Particular attention will be paid to women and girls and marginalised groups such as people living with disabilities and HIV.

Additional stakeholders of the CSP include among others: members of the Liberia United Nations Country Team (e.g., UNICEF, UN Women, UNFPA, UNHCR, ILO, FAO, IFAD); representatives from the main bilateral and multilateral donors (e.g. Global Fund, International Monetary Fund, the World Bank,

Government of Japan, USAID); main current private sector partners and donors as relevant, such as the Mastercard Corporation, Liberia Chamber of Commerce; and NGOs (e.g. Save the Children, BRAC).

9. The final list of stakeholders will be further detailed after consultation with the Country Office.

3. Context and subject of the evaluation

3.1 CONTEXT

10. Liberia is a low-income country on the western coast of Africa, bordered by Sierra Leone to its northwest, Guinea to its north and Ivory Coast to its east, with an estimated population of 5.3 million in 2022¹. Following civil conflict that lasted from 1989 to 2003 and resulted in the death of more than 250,000 people, the forced displacement of a third of the population and the destruction of national infrastructure and social services, Liberia created a National Transitional Government in 2003 which ruled with the support of UN peacekeeping forces until a democratic transition in 2006.
11. Liberia has faced numerous challenges since it emerged from civil conflict. An outbreak of Ebola in 2014-2015, and more recently the COVID-19 pandemic and the ongoing Ukraine crisis have further affected economic growth and increased the number of food insecure people. By 2023, more than half of the country's population (52.3 percent) lived in multi-dimensional poverty, with 24.9 percent severely poor and 23.3 percent vulnerable to slipping back into poverty.²
12. Liberia's Human Development Index value for 2021 was 0.481, placing it at 178th out of 191 countries and territories and below the sub-Saharan average. In 2021, Liberia's life expectancy at birth was 62.1 years for women and 59.4 years for men.³
13. The Liberia Voluntary National Review (VNR) in 2022 reported mixed progress towards the SDGs and highlighted that the likelihood of Liberia being able to meet the SDG targets seemed relatively low.⁴ Low agricultural productivity, a high dependence on imported staples (especially rice), and limited nutritional diversity of local production, continue to be key drivers of food insecurity in Liberia and hinder sufficient progress toward achieving zero hunger.⁵
14. In the 2023 Global Hunger Index (GHI), Liberia ranked 117th out of the 125 countries. While Liberia's GHI score slightly decreased from 32.9 in 2015 to 32.2 in 2023, the level of hunger remains "serious".⁶ In 2021, an estimated 37.5 percent of Liberians were severely food insecure, and prevalence of undernourishment was 38 percent.⁷ According to the latest available Cadre Harmonisé estimates on acute food insecurity for 2023, 531,268 (11%) people were classified as crisis level and above in terms of food security (Figure 1).⁸

¹ [World Bank data](#), accessed 08/03/2024

² UNDP. 2023 Global Multidimensional Poverty Index (MPI): Unstacking global poverty

³ UNDP Human Development Report 2021/22

⁴ Liberia Voluntary National Review 2020

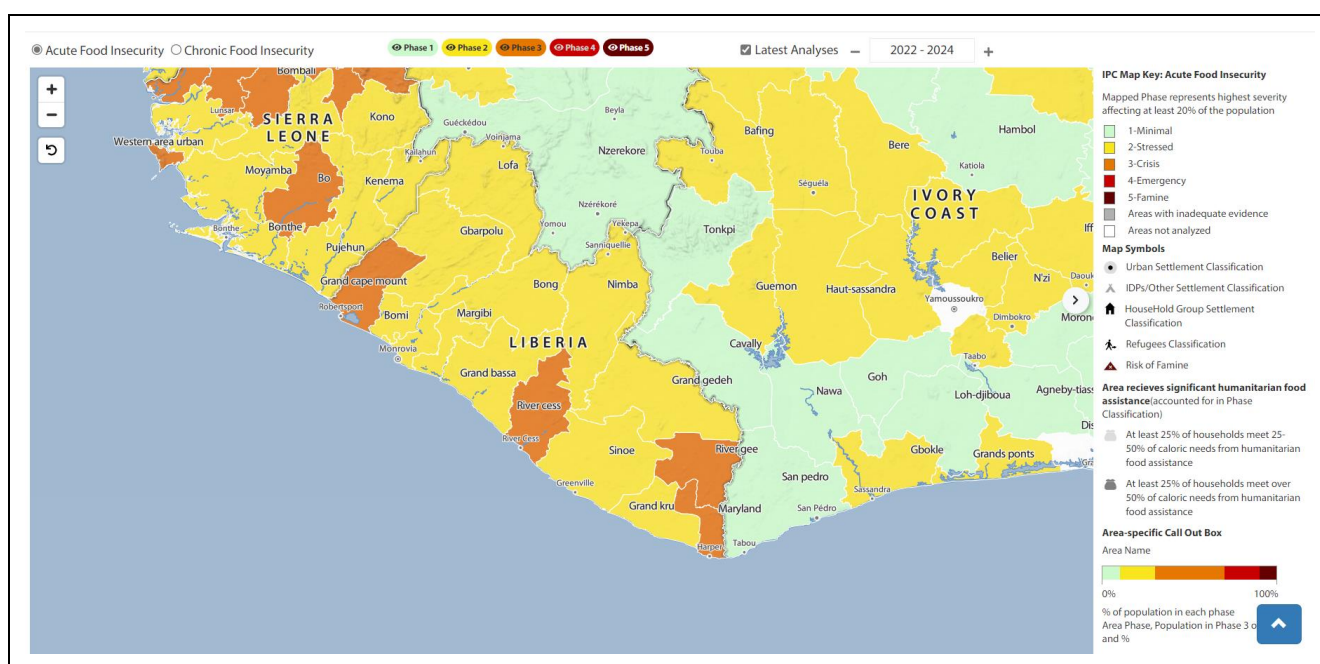
⁵ [USAID/Liberia Food Security Fact Sheet](#), July 2022

⁶ GHI. 2023. Global Hunger Index 2022: Liberia. accessed 08/03/2024

⁷ [World Bank data](#), accessed 08/03/2024

⁸ IPC info: acute food insecurity accessed 01/03/2024

Figure 1: Liberia, Cadre Harmonise Acute Food and Nutrition Insecurity Classification (Jun-Aug 2023)



Source: IPC acute food insecurity accessed 01/03/2024⁹

15. Agriculture in Liberia is characterized by subsistence production and low productivity due to limited availability of agricultural inputs, mechanised equipment, and financial, capital and extension services, a high dependence on rainfall, rudimentary technology, large post-harvest losses, limited knowledge of improved methods of crop production and lack of access to markets. Despite these challenges, the agricultural, forestry and fishing sector contributed 36.2 percent to GDP in 2022. Agriculture is a source of income for over 70% of the Liberian population and constitutes an average of 14% of total export earnings. Women account for approximately 80% of the agricultural labour force and are responsible for 93% of food production.¹⁰ The government considers agriculture a priority and an important contributor to the socioeconomic development of the economy through food security, employment, household income generation, government revenues, and social stability.¹¹

Liberia is a high-risk country in terms of disasters – the risk of economic shocks, epidemic disease outbreak, environmental and socio-economic losses remains high. Due to a combination of political, geographic, and social factors, Liberia is recognized as highly vulnerable to climate change impacts, ranked 171st out of 181 countries in the 2020 Notre Dame Global Adaptation Index (ND-GAIN). High reliance on climate-sensitive activities renders Liberia vulnerable to climate variability and change, expected to manifest in higher temperatures, more extreme weather events such as heavy rains, and rising sea levels.¹²

16. Exclusion of the poorest and vulnerable, especially people in the rural areas and informal settlements formed as a result of internal displacement during the Liberian Civil War and continued rural-urban migration, remains critical. A wide urban-rural gap exists in terms of access to education, electricity, water and sanitation, health, housing, road/bridges, and communication infrastructure services, which exacerbates inequalities in income and livelihood opportunities.

17. Access to education has improved since the end of the civil war, but education indicators and outcomes remain weak. The population with at least some secondary education is 20.8 percent for females and 39.2 percent for males¹³. Nineteen percent of lower primary school-aged children, 14 percent of upper primary school-aged and 20 percent of secondary-aged children are out of school, with adolescent girls

⁹ IPC acute food insecurity: <https://www.ipcinfo.org/>

¹⁰ [World Bank, 2023](#), accessed 11/03/2023

¹¹ LASIP II, 2018

¹² [Climate Risk Profile: Liberia \(2021\): The World Bank Group](#)

¹³ UNDP Human Development Report 2021/22

aged 12 to 17 years more likely to be out of school.¹⁴ Wealth and locality are also considered important determinants of enrolment. Populations in the richest wealth quintile have a primary gross enrolment rate which is 56 percentage points higher than those from the poorest quintile. Rural populations are 11 percent less likely to access the first grade of primary, with the gap widening for senior secondary.¹⁵

18. Liberia ranked 178th of 191 countries on the 2021 Gender Inequality Index, with high rates of maternal mortality, early girl marriage, adolescent pregnancy, unmet needs for family planning and intimate partner violence. Women are more likely to live in poverty, with fewer employment opportunities in the formal sector and lower wages, and to have low rates of representation in decision-making bodies, including the national parliament. Women continue to face discrimination in the exercise of marital rights and parental authority, inheritance and access to land rights and financial services.¹⁶
19. The share of the population aged 15 and older with a disability is approximately 14.1%, with higher prevalence rates among women (14.6%) than men (13.5%) and rural residents (16.4%) than urban residents (12.6%). Persons with a disability had a higher multidimensional poverty headcount¹⁷ (89%) than persons with no difficulty (82%).¹⁸ While Liberia developed an Inclusive Education Policy in 2018, 96.7% of children with disabilities were estimated to be out of school in 2020.¹⁹
20. HIV prevalence was noted to be decreasing in the last five years with variations by sex, subpopulation groups and geographical location due to the successful scale-up of antiretroviral treatment. The national HIV prevalence at the end of 2022 was estimated at 1.1 percent; prevalence was higher among women at 1.4 percent compared to men (0.8 percent).²⁰
21. In 2019, Liberia hosted 8,746 refugees and asylum seekers, the vast majority (98%) from Ivory Coast. An additional 23,000 Ivorian refugees arrived and settled in host communities and camps in the four bordering counties of Nimba, Grand Gedeh, River Gee and Maryland in 2020 following post-election violence. As of January 2024, Liberia was host to 1,167 refugees and 617 asylum seekers.²¹

3.2 SUBJECT OF THE EVALUATION

22. WFP started operating in Liberia in 1968 providing limited assistance related to institutional feeding (school feeding and nutrition). In the early 1990s WFP shifted its operations to relief assistance and in 2013 reverted its focus to strengthening social safety nets, promoting productive safety nets and sustainable livelihoods, and capacity strengthening in the framework of a five-year development portfolio. This was supplemented in July 2013 with a protracted relief and recovery operation to support refugees from Ivory Coast and host populations.
23. A Transitional Interim Country Strategic Plan (T-ICSP) was introduced in January 2018 in line with WFP's shift in operational model as a transitional operation from projects to country strategic plans. As Liberia was transitioning from large-scale Level 3 humanitarian response to development interventions post-Ebola, the T-ICSP aimed to lay a foundation for a shift from an implementing to an enabling role – from the provision of food assistance to policy engagement and capacity development for a gradual handover to communities and the government.
24. The T-ICSP comprised six Strategic Outcomes and focussed on emergency response, school feeding, nutrition, support to smallholder farmers, capacity strengthening to national and sub-national institutions and provision of common supply chain services.
25. The T-ICSP united all operation types under a broad operational plan and was based on the recognition that – while the provision of food assistance should continue in the short-term – there was a need for WFP to strengthen national and local capacities and invest in sustainable food and nutrition security

¹⁴ Liberia DHS 2019/2020

¹⁵ [UNESCO, 2022](#)

¹⁶ UNDP Human Development Report 2021/22

¹⁷ Multi-dimensional poverty headcount is defined as the rate of persons deprived in more than one dimension in the areas of education, work, health, and standard of living

¹⁸ Liberia Household Income and Expenditure Survey (HIES) 2016

¹⁹ [UNESCO, 2022](#)

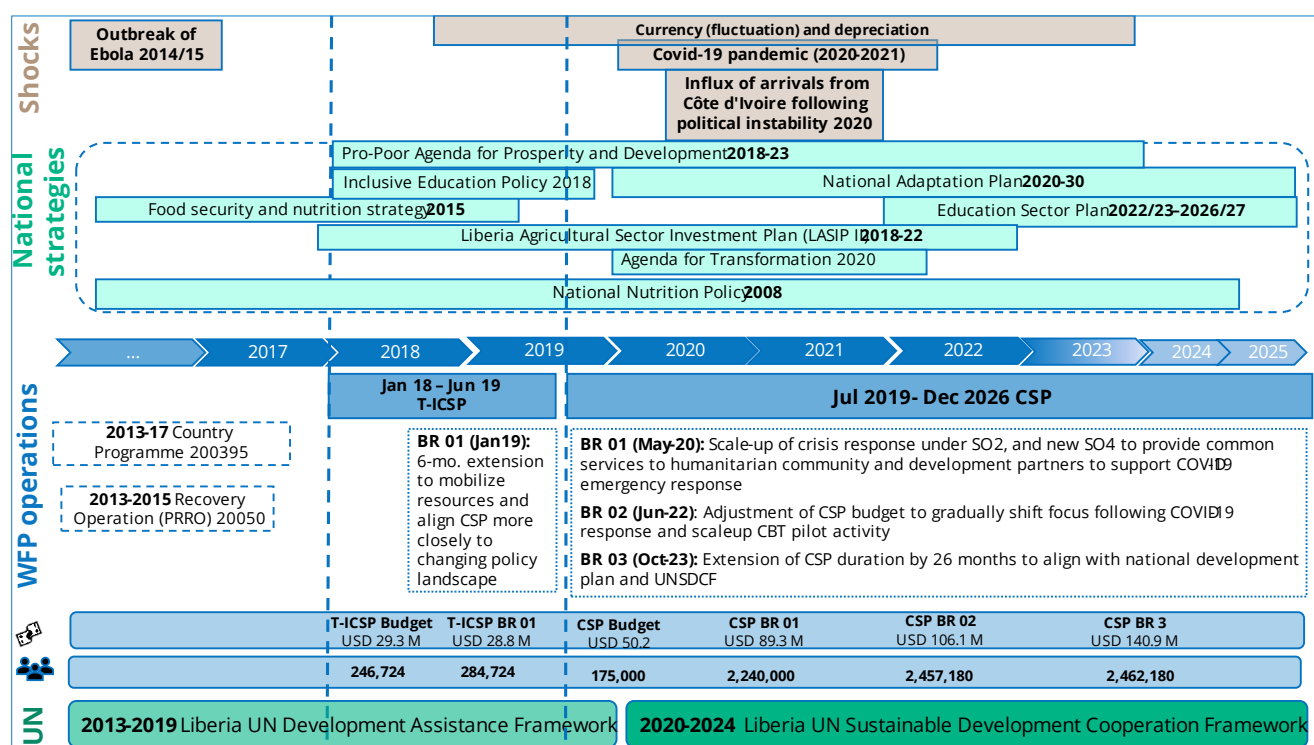
²⁰ UNAIDS, Liberia HIV & AIDS Response Progress Report 2016

²¹ [UNHCR Operational Data Portal, 2024](#)

programmes to support the country's progress towards SDG 2. The T-ICSP and associated documents can be found at this [link](#).

26. The T-ICSP temporal scope was later extended to June 2019. This extension did not entail any changes to WFP's strategic direction in Liberia. A budget revision increased the number of beneficiaries to respond to flooding in the country in July and August 2018, but marginally reduced the overall budget, primarily for direct service delivery. The budget reduction was in recognition of resource mobilisation challenges linked to the transition from a large-scale Level 3 humanitarian response post-Ebola, and the subsequent donor fatigue and lack of prioritization of assistance to Liberia.

Figure 2: Evolution of Liberia CSP



27. The Liberia CSP 2019 – 2023, that was approved by the Executive Board in June 2019 and started in July 2019, foresees a continuation of the gradual shift from an implementing to an enabling role. The number of strategic outcomes was reduced, from six in the T-ICSP, to three, to narrow the focus of WFP's interventions to school feeding, emergency response and national and subnational capacity strengthening. Common services were later re-introduced through a budget revision in May 2020 (BR1) to support the Covid-19 response, increasing the budget by 39.1 million and the beneficiaries by 2.07 million. As Covid restrictions were eased, BR3 enabled the Liberia CO to shift the focus of its operations to scale-up the CBT intervention following the pilot. In October 2023, the CSP duration was extended 26 months (to December 2026) to align with the national development plan and the UNSDCF. An overview of the evolution of the T-ICSP and CSP including their budget revisions is provided in Figure 2.

28. Table 1 below provides an overview of the CSP strategic outcomes, and related activities and modalities of intervention.

Table 1: Liberia CSP (2019 - 2026), Overview of Strategic Outcomes and Activities

Strategic Outcomes	Activities	Modalities of intervention
SO 1: Food-insecure populations, including school-aged children in targeted areas, have access to adequate and nutritious food, including food produced locally, by 2030 (<i>Resilience building</i>)	Activity 1: Provide an integrated, inclusive and gender-transformative school feeding package to food-insecure and nutritionally vulnerable schoolchildren, including take-home rations for adolescent girls, in a way	Food Cash based transfer Country capacity strengthening

Strategic Outcomes	Activities	Modalities of intervention
	that relies on and stimulates local production (home-grown school feeding).	
SO 2: Crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises (<i>Crisis response</i>)	Activity 2: Provide an integrated emergency food and nutrition assistance package to vulnerable households affected by disasters or other disruptions	Food Cash based transfer Country capacity strengthening
SO 3: National and subnational institutions have strengthened capacities to design and manage food security and nutrition, social protection, emergency preparedness and response and disaster risk management systems by 2030 (<i>Resilience building</i>)	Activity 3: Provide capacity strengthening support to the Government and its partners to strengthen national coordination mechanisms and information management and monitoring systems for food security and nutrition and disaster risk management	Country capacity strengthening
SO 4*: Humanitarian and development partners have access to common services throughout the year (<i>Crisis response</i>)	Activity 4*: Provide supply chain and ICT services to humanitarian and development partners	

*Added to the original CSP in a budget revision in May 2020

29. The home-grown school feeding programme (under strategic outcome 1) is considered WFP's flagship programme in Liberia, supporting the Government of Liberia's Development Plan to reduce poverty and address chronic issues in education, agriculture, nutrition, and social protection. Targeting food insecure populations, primarily children in public and community primary schools and their families living in counties with the highest food insecurity, this strategic outcome comprises: (i) nutritious daily school meals for in-school boys and girls, including from local produced food; monthly take home rations (and cash based transfers) for adolescent girls in districts with the highest gender disparity in school enrolment; (ii) promotion of local agricultural production and procurement through the provision of training, equipment and market information to smallholder men and women farmers coupled with creation/regeneration of productive community assets; (iii) promotion of nutrition and agriculture through knowledge sharing, training and nutrition education for school communities managing school feeding activities, and social and behaviour change communication for in school children and their communities; and (iv) capacity strengthening for government and school communities managing school feeding activities. Through the HGSF, WFP and the government aim to decrease food insecurity, increase children's enrolment, retention and gender parity in schools, and improve men and women smallholder farmers' incomes.
30. Under strategic outcome 2, WFP implements interventions to address short-term food and nutrition needs of crisis-affected populations during and in the aftermath of a crisis, including (i) direct emergency food assistance and (ii) enhancing the government's capacity in vulnerability analysis mapping and coordination of humanitarian assistance to facilitate smooth and timely delivery of food and nutrition assistance to the affected population. Targeted populations include people living with HIV (PLHIVs), refugee populations, and vulnerable households affected by COVID-19, its associated movement restrictions, and the ongoing Ukraine conflict, e.g., persons with disabilities, orphans, the elderly, disadvantaged youth, and homeless persons in welfare institutions.
31. Strategic outcome 3 of the CSP aims to strengthen national capacities in food security and nutrition monitoring and to ensure that national institutions can provide early warning on food and nutrition security, and track progress toward zero hunger on a timely and regular basis. This includes working in collaboration with UN agencies and NGO partners to support the government effort to establish a food security monitoring system, providing technical assistance on early warning systems, and financial and technical support to a range of assessments and analysis to inform planning, programming, targeting,

advocacy and policy dialogue. SO 3 activities serve as key enablers to the achievement of both SO 1 and SO2.

32. The budget revision in May 2020 which added SO4 enabled WFP to provide commodity handling and storage services to humanitarian and development partners to allow prepositioning in the countries less accessible areas, ensuring uninterrupted delivery of assistance.

Financial Overview

33. The cumulative financial overview for the CSP is detailed in Table 2. The third BR shows a significant increase in direct operational costs for SO2, from \$11.3 million to \$53.8 million, primarily due to increased funding for crisis response (Table 2). The reduction of direct operational costs for SO1 from 67% in the original NBP to 39% in the last BR is informed by the consistent funding constraints for Activity 1 since the inception of the CSP. As of January 2024, the CSP is approximately funded at 53.4% including forecasts with the main funding sources coming from the Government of Liberia, private donors, multilateral contributions, and the Government of Japan.²²
34. Humanitarian funding to Liberia has been in decline since the aftermath of the Ebola epidemic from \$18.4 million in 2016 to \$0.07 million in 2024. During this period 2020 is an outlier (\$13.2 million funding) due to the COVID-19 pandemic response; in the following years the country received less humanitarian funding - 2021 (\$3.2 million), 2022 (\$5.2 million) and 2023 (\$9.7 million).²³
35. The highest level of funding (73%) is for the emergency response activity primary reflecting the Covid response, followed by the school-based programme activity at 22%, the other two activities have funding levels below 5% (Table 2). Contributions to school feeding activities (activity 1) for WFP Liberia have averaged around \$1.25 million during the period 2019-2023 with the peak noted in 2020 (\$1.86 million) and lowest contribution (\$589,884) noted in 2021.²⁴
36. WFP received considerable funding contributions (\$36.1 million) in 2020 compared to other years of the CSP, funding that was mostly directed at the Covid-19 household food support programme, of which part (\$14.4 million) was carried over to 2021; funding levels in 2022 (\$11.7 million) and 2023 (\$16.2 million) were considerably lower.²⁵

²² WFP, Factory, *Liberia Resource Situation Report*. Accessed on 29/01/2024.

²³ UNOCHA, FTS trends in reported funding Liberia 2024, accessed 08/03/2024

²⁴ WFP, Factory, <https://factory.wfp.org/wordpress/index.php/2023/03/24/contributions-to-school-feeding-activities/>, Accessed 08/03/2024

²⁵ WFP, factory, <https://factory.wfp.org/wordpress/index.php/category/recipient/>. Accessed 08/03/2024

Table 2: CSP Liberia July 2019 - Feb 2026 cumulative financial overview

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (entire CSP cycle) USD million	% of total Direct Operational Costs	Needs-based plan as per last BR (entire CSP cycle) USD million	% of total Direct Operational Costs	Allocated resources (up to current fiscal year) USD million	Resourcing level
Crisis Response	SO 2	Act. 2	11,258,708	16% ↑	53,785,220	45%	49,511,791	73%
	SO 4	Act. 4	8,755,939	12% ↑	16,514,908	14%	2,700,556	4%
Resilience Building	SO 1	Act. 1	47,022,221	67% ↑	47,038,469	39%	14,690,816	22%
	SO 3	Act. 3	3,380,159	5% ↓	3,055,700	3%	927,830	1%
Total Direct Operational Costs			70,417,026		120,394,297		67,830,992	56%
Total Direct Support Costs			9,974,355		13,026,739		4,007,767	31%
Total (excluding ISC)			80,391,381		133,421,036		71,838,758	54%
Total Implementation Support Costs			4,564,926		7,454,955		-	
Non Activity Specific			-		-		3,451,438	
Grand Total			84,956,307		140,875,991		75,290,196	53.4%

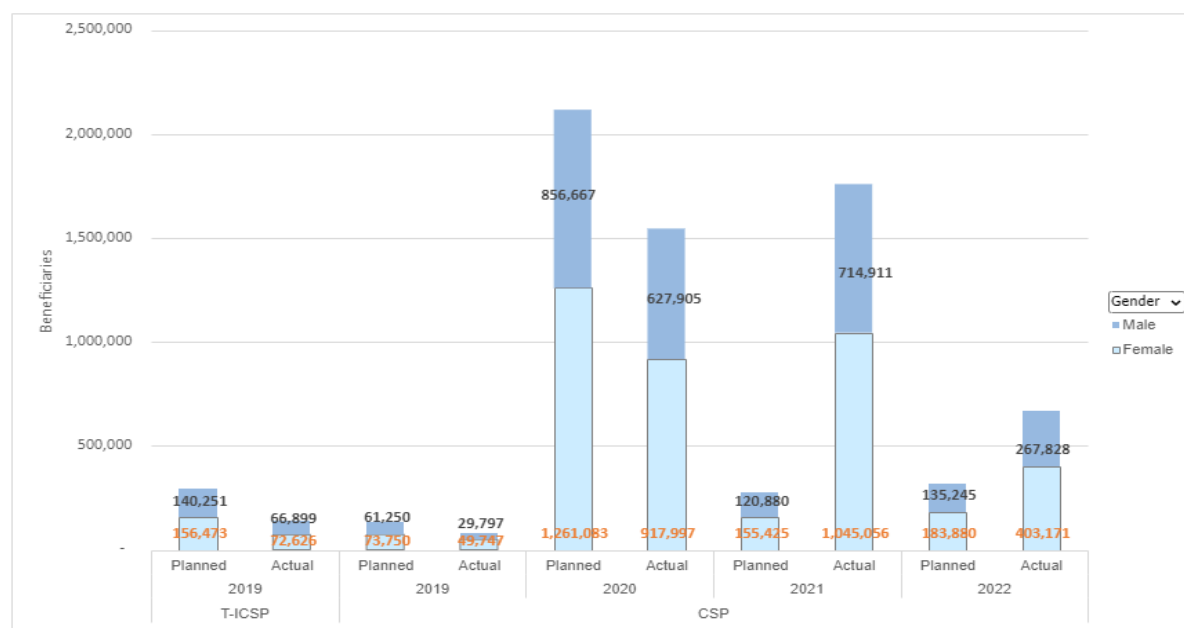
Source: CPB Resources Overview Report_EV, data extracted on 31/01/2024

Beneficiaries

37. The breakdown of planned and actual beneficiaries for both the T-ICSP and CSP is provided in Figure 3 below. The share of planned beneficiaries reached per year has fluctuated, with the highest share of planned CSP caseload reached in 2020 (73%) as WFP scaled up its emergency food assistance in response to the COVID-19 pandemic. In 2021, due to the aftermath of the COVID-19 crisis in the country, the actual number of beneficiaries reached was higher than originally planned.
38. In 2022, WFP was able to reach 670,999 beneficiaries (40% male and 60% female). An estimated 35,090 (70% female, 30% male) were persons with disabilities, approximately 5.2% of total beneficiaries. While this represents a 3.5% increase from 2020 likely due to prioritized targeting and registration to ensure inclusion of persons with disabilities in WFP's emergency response activities, it is a slight decrease (1%) from 2021.²⁶

²⁶ Liberia ACRs 2019-2022

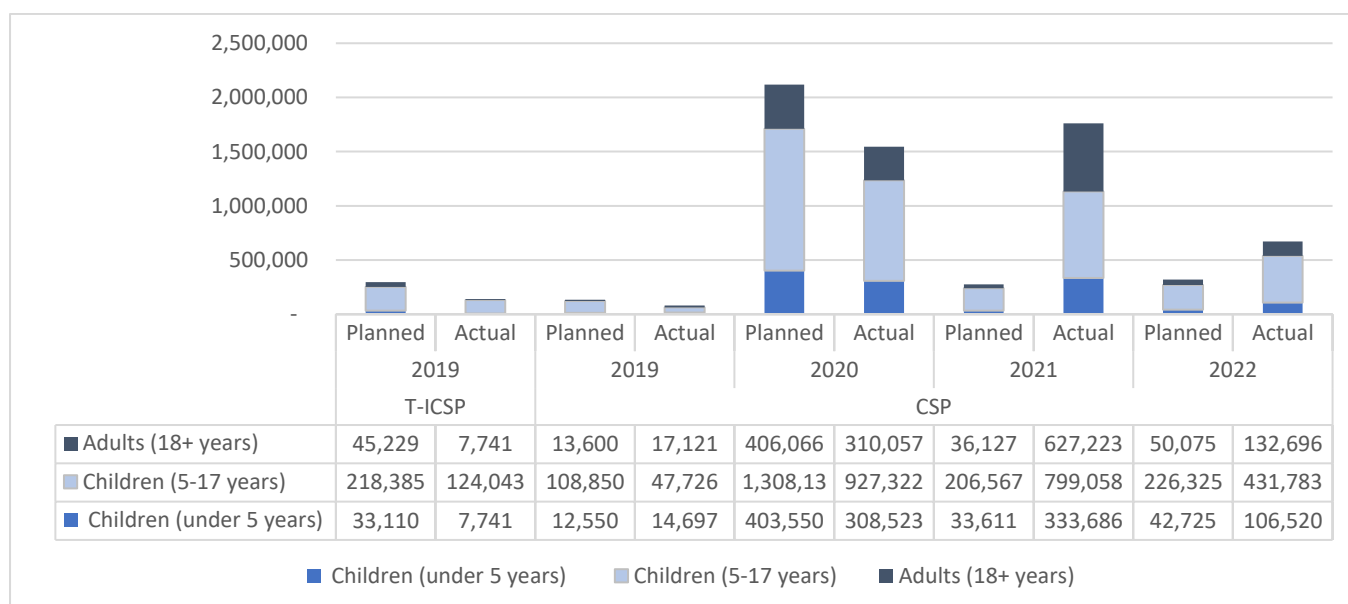
Figure 3: T-ICSP and CSP Liberia 2019-2026 planned and actual beneficiaries



Source: COMET CM-R001b, Liberia. Data extracted on 25/01/2024

39. The age composition of beneficiaries for both the T-ICSP and the CSP is provided in Figure 4 below. In both the T-ICSP and the CSP, school aged children 5-17 years represent the highest proportion of direct beneficiaries reached especially in 2020.

Figure 4: T-ICSP and CSP Liberia 2019-2026 beneficiaries, composition by age category



Source: COMET CM-R001b, Liberia. Data extracted on 25/01/2024

40. The design of the CSP benefitted from insights gained through the Zero Hunger Strategic Review, the 2016 evaluation of the Liberia Protracted Relief and Recovery Operation 200550, an evaluation of WFP's corporate response to the Ebola virus disease in West Africa in 2014-15, and an evaluation on the WFP Policy on Capacity Development.

Staffing

41. The WFP country office in Liberia is in Monrovia, with one field-office in Saclepea. As of January 2024, WFP Liberia has 73 employees of which 89 percent of the employees are national staff, 30 percent are women and 38.4 percent are recruited under long-term contracts.

4. Evaluation scope, criteria and questions

42. The unit of analysis of this evaluation is the country strategic plan (2019-2026), 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.
43. The temporal scope that the evaluation will include CSP formulation phase (2018) to the end of the data collection mission in October 2024. The evaluation will take the T-ICSP into consideration in order to assess whether the envisaged strategic shift has taken place and explore long-term changes that have happened in the lines of work that continued as part of the CSP.
44. 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 WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national government and other development and humanitarian actors in Liberia.
45. Given the aim of WFP in Liberia to transition from humanitarian assistance towards resilience building interventions and enhance capacities of government and communities to ensure ownership and sustainability, the evaluation will assess achievements in strengthening country capacity. The evaluation scope will also include an assessment of WFP Liberia's ability to adapt and respond to external shocks, changes in the operational environment, and unforeseen challenges and opportunities, and what the programmatic shifts or strategic realignment were required. This analysis should include whether and how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.
46. The evaluation will address four main questions common to all WFP CSPEs (Table 3). The evaluation sub questions have been tailored to the Liberia context and will be validated and refined as relevant and appropriate to the country strategic plan and country context during the inception phase.
47. 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. As gender transformative activities are highlighted as a core component of the CSP, particularly through the homegrown school feeding model, the evaluation should explore the extent to which gender transformative results were realistic and achieved.
48. 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 the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
49. At this ToR stage, the following learning themes have been tentatively identified and mainstreamed into the evaluation sub-questions:
 - Home-grown school feeding model: The evaluation will explore whether the design and implementation of the homegrown school feeding activity provided an innovative, multi-sectorial and a community-driven platform for tackling chronic issues in education, agriculture, nutrition, and social protection, and the extent to which it contributed to gender transformative results.
 - Strategic Positioning and Partnerships: The evaluation will cover different types of WFP partnerships, including those with (i) the Government of Liberia taking into account strategic shifts over time, the private sector, international finance institutions and non-traditional development partners and whether WFP has been able to expand these partnerships over time, as well as (iii) how WFP has been able to position itself vis a vis other development and humanitarian actors working in the country. It will explore to what extent and WFP Liberia's partnership strategy and specific partnerships have facilitated or hindered the achievement of CSP outcomes.

Table 3: Evaluation Questions

EQ1 – To what extent and in what ways is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?	
1.1	To what extent was the design of the CSP and its consecutive budget revisions informed by credible evidence and strategically and realistically targeted to address the food security and nutrition situation in the country?
1.2	To what extent and in what ways was the CSP designed to support national priorities, the UN cooperation framework and the SDGs and to add value to the larger humanitarian and development ecosystem?
1.3	To what extent is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?
1.4	To what extent and in what ways did the CSP adapt and respond to evolving needs and priorities to ensure continued relevance during implementation in the context of funding shortfalls and repeated crisis including COVID-19, climate-change, devaluation of currency, and the ripple effects on food security related to the war in Ukraine?
EQ2 – What difference did the CSP make to food security and nutrition in Liberia?	
2.1	To what extent did WFP achieve its coverage and outcome targets and in what ways did it contribute to the expected outcomes of the CSP, particularly through its home-grown school feeding model and support to enhanced government capacity for emergency preparedness and food security and nutrition information management? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims of GEWE and inclusion, protection and AAP, and nutrition integration through its support to home grown school feeding, crisis response and capacity strengthening, and adherence to humanitarian principles in its humanitarian response? To what extent and in what ways did WFP contribute to expected outcomes in a manner that avoided or minimized negative environmental impacts?
2.3	To what extent are achievements under the CSP likely to be sustainable, from the following perspectives: <ul style="list-style-type: none"> • Institutional (including capacities and systems of government and civil society actors) • Financial • Social (including positive behaviours in relation to nutrition, education and GEWE)
2.4	To what extent did the CSP build linkages between WFP's humanitarian interventions and its development- and resilience-oriented initiatives? To what extent did WFP's resilience-oriented interventions contribute to peacebuilding at the local level in conflict prone communities where it was working?
EQ3: To what extent has WFP used its resources efficiently?	
3.1	To what extent were the CSP outputs delivered and related budget spent within the intended timeframe?
3.2	To what extent and in what ways did the CO reprioritize its interventions to optimize limited resources and ensure continued relevance and effectiveness in view of funding gaps and crises/ shocks?
3.3	To what extent was the CSP delivered in a cost-efficient manner?
EQ4 – What are the critical factors, internal and external to WFP, explaining performance and results? 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	What internal and external factors have influenced WFP's capacity to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	How well and in what ways did WFP establish and leverage strategic and operational partnerships with government, other development and private sector actors to maximize efficiency, effectiveness and sustainability?
4.3	What role have the following factors played:

	<ul style="list-style-type: none"> - Programme integration during implementation - Effective targeting and prioritization - Ability to leverage national and community capacities - Ability to leverage partnership and complementary services provide by other actors - Adequacy of human resources and financial resource mobilization - Management approaches and responsiveness - Infrastructure - Adequate availability and use of monitoring data to track progress and inform decision making.
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5. Methodological approach and ethical considerations

5.1. EVALUATION APPROACH

50. 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 (2022-2025), with a focus on supporting countries to end hunger (SDG 2).
51. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. 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.
52. The CSPE will use a theory-based approach to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e., the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways. To the extent possible the theory of change should identify other key development and humanitarian actors working in the areas of the Liberia CSP, including but not limited to those partnering with WFP to enable a better understanding of WFP contribution, positioning and value-add. The evaluation team should explore during inception for which elements of the overarching CSP TOC, a theory-based approach would be most appropriate and beneficial and develop nested TOC(s) for those components.
53. The CSPE will adopt a mixed methods approach, whereby data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will 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 as per Table 4 below. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

Table 4: Options for data collection methods

Desk review of relevant documentation and datasets	WFP MoUs, strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases.
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	<p>UN system and government policies, strategies, and reports, such as (for government) country strategies and reports from strategic partners, donors and cooperating partners.</p> <p>Other relevant documentation as identified during the inception phase</p>
Semi-structured interviews	<p>Key informants, both remote and in-person where possible, including WFP CO management and relevant staff; relevant WFP HQ and RBD staff; Government partners, cooperating partners, UN, NGOs, private sector actors, donors etc.</p>
Interviews, focus group, surveys, direct field observation	<p>Different options should be explored to ensure that the evaluation seeks perspectives from affected populations (from both assisted members and non-assisted members of the community if possible), and marginalized population groups (e.g., women, persons with disabilities, persons with HIV/AIDS). This may include some or a combination of in-person interviews, focus group discussions, case studies, direct field observation, to the extent possible.</p>

54. Data analysis methods for this evaluation may include the following:

- **Contribution analysis:** to assess the extent to which WFP supported interventions contributed to (or is likely to) expected outputs and outcomes. The evaluation will gather evidence to confirm the validity of the initial CSP design and to identify any logical and/or information gaps that it contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for each pathway of change.
- **Content analysis:** to analyse data from documents, interviews, and focus group notes and qualitative data from the case studies to identify emerging common trends, themes, and patterns for each evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
- **Quantitative analysis and descriptive statistics:** to interpret quantitative data collected by WFP Liberia for reporting and monitoring purposes over the course of the evaluation period. Available data will be analysed thoroughly, and findings presented in a different manner from the country office's usual approach to reporting monitoring findings (e.g., longitudinal analysis, cross-tabulations, etc.)

55. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed evaluation matrix, 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 data collection and analysis methods in their proposal, and innovative approaches where possible.

56. The methodology should aim at data disaggregation by sex, age, disability status, nationality 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. Consequently, it will be very important at the inception stage to conduct as detailed and comprehensive a stakeholder mapping as possible.

57. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities,

and other relevant socio-economic groups.²⁷ Specific attention should be given to the methodologies which promote inclusivity and accessibility in data collection processes.

5.2. PRELIMINARY CONSIDERATIONS ON EVALUABILITY AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (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 outputs should be delivered and 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).

58. This CSPE will be able to build on several sources of secondary evidence. Annex 2 provides a list of previous relevant evaluations and audits, including the Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020; the Final Evaluation of USDA McGovern-Dole-funded International Food for Education and Child Nutrition Program's Support in Liberia (2013-2016); the Evaluation of WFP's Response to the Ebola Virus Disease Crisis (EVD) in West Africa and Internal Audits of WFP Operations in Liberia in 2019 and 2023. A decentralized evaluation of Liberia's cash-based transfers pilot in 2021 which intended to serve 25 percent of those who receive school feeding through Take Home Rations (THRs) and / or cash based transfers is currently ongoing with a planned completion of August 2024 and will be an important input to the CSPE.
59. As it prepares the evaluability assessment, the evaluation team will critically assess data availability, quality, and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
60. At this stage, a preliminary analysis of both the T-ICSP and CSP identified the following evaluability assessment considerations:
- **Consistency of measurement and reporting at different level of results.** Yearly target values and follow-up data are missing for some indicators and some indicators were discontinued across different versions of the logframe and results frameworks. Tables 3 and 4 in Annex 2 indicates those indicators which have been discontinued
 - i. The T-ICSP includes a total of 23 outcome indicators and 56 output indicators to be reported on across six strategic outcomes and 10 cross-cutting results. While there were a small number of new indicators added in a second revision of the logframe in October 2019, none of the indicators were discontinued.
 - ii. The CSP includes 30 outcome indicators and 64 output indicators to be reported over four strategic outcomes and ten cross-cutting results. A rapid analysis conducted for outcome indicators, show almost full coverage of baseline values as well as target values for the listed indicators in each monitoring year. Seven outcomes, nine output and one cross-cutting indicator were discontinued in November 2022.
 - iii. Availability of trend data: Trend analysis between T-ICSP and CSP possible for five of the 23 outcome indicators that were included across all T-ICSP logframe versions (Table 1 of Annex 1).
 - **Gender and Disability:** Sex disaggregated data is available for the vast majority of indicators and for the cross-cutting gender indicators. For the 2021 reporting period, disability data has been collected using a variety of approaches; the WHO 15 percent global disability prevalence average,

²⁷ In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

head counts in single activities, or disaggregation of data from post distribution monitoring reports (PDMs).

- **Nature of indicators:** While data for the various CRF related indicators is relatively complete, there remain some challenges for assessing performance, in particular for:
 - i. *capacity strengthening* indicators related to SO3: Outcome indicators (e.g., number of policies, strategies programmes and other system components enhanced as a result of WFP capacity strengthening), and output indicators (e.g., USD value of assets and infrastructure handed over, numbers of technical assistance activities provided, number of government/national partner staff receiving technical assistance and training (TA) and number of national coordination mechanisms supported) do not address the outputs articulated in terms of the benefit to target populations of enhanced government capacity and the quality of the policies, systems and how WFP has contributed to this.
 - ii. *gender* related data: while cross-cutting indicators can provide some data on decision making, access to and participation of women, men, boys and girls in different activities, and gender parity in education, the evaluation should go beyond these indicators to explore the type of decisions where women are involved, the quality of engagement in decision making bodies, and the extent to which men and women smallholder farmers have equitably benefited from engagement in the homegrown small feeding programme.
- **CSP/E timeframe and implementation.** The time frame covered by the evaluation. CSPEs are conducted during the penultimate year of the CSP which has implications for the completeness of results reporting and attainment of expected outcomes.
- **High turnover of government representatives, WFP staff and partners** in Liberia may affect institutional memory and/or the accessibility to relevant technical documentation.

61. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability considerations identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.3. ETHICAL CONSIDERATIONS

62. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.²⁸ 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).²⁹ 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 and inclusive participation of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

63. The commissioning office 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 Liberia CSP, have no vested interest, nor have any other potential or perceived conflicts of interest. 30

²⁸ 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/>).

²⁹ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

³⁰ "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.

64. 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.³¹
65. 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.

5.4. QUALITY ASSURANCE

66. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This 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 and recommendations 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.
67. 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. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.
68. 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 evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.
69. 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.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

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

³¹ 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.

Table 5: Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1.Preparation	March 2024 March 2024 May 2024	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	June 2024 late June/early July 2024 September 2024	HQ briefing Inception mission Inception report
3. Data collection	October 2024	Evaluation mission, data collection and exit debriefing
4. Reporting	December 2025 March 2025 April 2025 May 2025 July 2025	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	November 2025 February 2026 (EB session)	Informal Consultation to the Executive Board Management response and Executive Board preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

71. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team which includes a mix of international and national consultants with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (including local languages of Kpelle and/or Mano) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. In addition to the skill sets identified below, the evaluation team should also possess 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 6: Summary of evaluation team and areas of expertise required

Areas of CSPE	Expertise required
Team Leadership	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems • Strong experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning, and nexus dynamics, including with UN organizations, preferably in Liberia or similar contexts • Experience applying theory-based evaluation approaches, reconstruction, and use of theories of change in evaluations covering one or more subsequent programmes. • Relevant knowledge and experience of humanitarian and development contexts • Prior experience in evaluating partnerships with government, UN, private sector and others • Strong presentation skills and ability to deliver on time • Fluency and excellent writing skills in English • Expertise in one or more of the technical areas below <p>DESIRABLE</p> <ul style="list-style-type: none"> • Previous experience leading or conducting WFP evaluation(s) • First-hand experience in emergency response and/or recovery programmes, preferably with WFP or other UN organizations. • Relevant knowledge of Liberia or similar context
Areas of CSPE	Expertise required
Thematic expertise Senior Level Expert	<ul style="list-style-type: none"> • Fluency and excellent writing skills in English. • Experience in humanitarian and/or development contexts. • Prior experience in evaluating design, implementation, outputs, and outcomes in the following areas: <ul style="list-style-type: none"> ○ Shock responsive safety nets (food and cash-based transfers) ○ Institutional capacity strengthening in the areas of public policies, social safety nets, EPR, climate risk adaptation, school feeding programs, smallholders' support, and national data and information systems ○ Food security, agriculture and nutrition (e.g., productive asset creation, smallholder farmer support, market access, including schools, climate smart agriculture, cooperatives, social and behaviour change communication) ○ Gender and inclusion related to small holder agriculture and integrated social protection systems ○ Adherence to humanitarian principles and cross-cutting themes including accountability to affected populations, protection, environment, and nutrition. <p>DESIRABLE</p> <ul style="list-style-type: none"> ○ Cost effectiveness analysis ○ Humanitarian assistance (nutrition-sensitive food assistance, food security and nutrition information systems (including early warning and food security and nutrition surveillance, Inter-agency coordination and service/platforms provisions, technical expertise in cash-based transfer programmes)

Areas of CSPE	Expertise required
Senior Evaluator	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • In-depth knowledge of the political, economic and social context in Liberia • Knowledge of key development and humanitarian actors working on food security and nutrition at country level • Extensive previous experience conducting data collection (including interviews and focus group discussions) for evaluation and or research studies. • Demonstrable analytical skills. • Fluency in English and local language (Kpelle and/or Mano) • Administrative and logistical experience • Expertise in at least one of the above-mentioned thematic areas <p>DESIRABLE</p> <ul style="list-style-type: none"> • Experience with UN
Research Assistance	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance • Ability to provide qualitative and quantitative research support to evaluation teams before, during and after fieldwork (e.g., data search, storage, cleaning and analysis, mobile phone/online survey design, focus group set up). • Sound writing and presentation skills, including data visualization document formatting, proofreading and note taking. <p>DESIRABLE</p> <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience with WFP evaluation(s).
Quality assurance (Senior level evaluator)	<p>MINIMUM REQUIREMENTS</p> <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>DESIRABLE</p> <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention. • Previous experience with WFP evaluation(s).

6.3. ROLES AND RESPONSIBILITIES

72. This evaluation is managed by the WFP Office of Evaluation. Mona Selim has been appointed as evaluation manager (EM); she is supported by Raymond Ssenyonga, Research Analyst. Both have not worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference 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. Aurelie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in February 2026.
73. 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.
74. The country office will facilitate the evaluation team's contacts with stakeholders in Liberia; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Tarig El Tayeb has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team and setting up meetings and coordinating field visits. To ensure the

independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders

6.4. SECURITY CONSIDERATIONS

75. 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.

76. A communication and knowledge management plan will be developed 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.
77. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in February 2026. 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

78. 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., COVID-19 restrictions or flare-up of civil unrest / conflict.
79. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. All evaluation products will be produced in English.
80. 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.
81. 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.

Annexes

Annex 1 Overview of performance data availability

Table 1: Transitional Interim Country Strategic Plan Liberia 2018-June 2019 logframe analysis					
Logframe version			Outcome indicators	Cross-cutting indicators	Output indicators
CRF 2017-2021	v 1.0 (22/06/2017)	Total nr. of indicators	22	7	50
	v 2.0 (02/07/2018)	New indicators	1	3	6
		Discontinued indicators	0	0	0
		Total nr. of indicators	23	10	56
Total number of indicators that were included across all logframe versions			23	10	56

Source: COMET CM-L010 (accessed 15/01/2024)

Table 2: Country Strategic Plan Liberia July 2019-2026 logframe analysis					
Logframe version			Outcome indicators	Cross-cutting indicators	Output indicators
CRF 2017-2021	v 1.0 (28/03/2018)	Total nr. of indicators	26	9	46
	v 2.0 (21/10/2019)	New indicators	3	1	5
		Discontinued indicators	0	0	0
		Total nr. of indicators	29	10	51
CRF 2022-2025	v 1.0 (04/11/2022)	New indicators	1	0	13
		Discontinued indicators	7	1	9
		Total nr. of indicators	23	9	55
Total number of indicators that were included across all logframe versions			30³²	10	64

Source: COMET CM-L010 (accessed 15/01/2024)

³² The number excludes duplicates due to changes in outcome indicator code/indicator text for the same indicator with similar methodology across CRF versions

Table 3: List of outcome indicators with baseline, follow-up and target values

SO	Outcome Indicator	Baseline		Follow-up			Yearly Target			CSP Target	Sex Disaggregated
		2019	2020	2020	2021	2022	2020	2021	2022		
S01	Enrolment rate	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Attendance rate	✓		X	X	X	✓	X	X	✓	✓
	Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)*	✓		✓	X	X	X	X	X	✓	✓
	Consumption-based Coping Strategy Index (Average)	✓		✓	✓	✓	X	✓	✓	✓	✓
	Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems	✓		X	X	X	✓	X	X	✓	✓
	Food Expenditure Share*	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Percentage of WFP food procured from smallholder farmer aggregation systems*	✓		✓	✓	X	✓	✓	X	✓	NA
	Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	✓		X	✓	✓	✓	✓	✓	✓	X
	Food Consumption Score – Nutrition	✓		✓	✓	✓	✓	✓	✓	✓	✓
	SABER School Feeding National Capacity	✓		X	X	X	✓	X	X	✓	NA
	Retention rate / Drop-out rate	✓		X	✓	✓	✓	✓	✓	✓	✓
Food consumption score	✓		✓	✓	✓	✓	✓	✓	✓	✓	
Annual change in enrolment	✓		✓	✓	X	✓	✓	X	✓		
S02	Food Consumption Score	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)*	✓		✓	X	X	X	X	X	✓	✓
	Consumption-based Coping Strategy Index (Average)	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Food Expenditure Share*	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support	✓		✓	✓	X	✓	✓	X	✓	NA
	Food Consumption Score – Nutrition	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	✓		✓	✓	✓	✓	✓	✓	✓	NA
S03	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	✓		✓	✓	✓	✓	✓	✓	✓	NA
	Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews*	✓		✓	✓	✓	✓	✓	✓	✓	NA

Table 3: List of outcome indicators with baseline, follow-up and target values											
		Baseline		Follow-up			Yearly Target			CSP Target	Sex Disaggregated
		2019	2020	2020	2021	2022	2020	2021	2022		
	Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support	✓	✓	✓	✓	X	✓	✓	X	✓	NA
S04	User satisfaction rate*		✓	✓	X	✓	✓	✓	✓	✓	NA
	Percentage of users satisfied with services provided		✓	✓	X	X	✓	✓	X	✓	NA

Source: COMET report CM-L008b, data compiled on [25/01/2024] ³³

³³ *Indicators discontinued under v.1.0 of CRF 2022-2025

Table 4: List of cross cutting indicators with baseline, follow-up, and target values											
Cross Cutting Result	Cross Cutting Indicator	Baseline		Follow-up			Yearly Target			CSP Target	Sex Disaggregated
		2019	2020	2020	2021	2022	2020	2021	2022		
C.1 - ACCOUNTABILITY TO AFFECTED POPULATIONS	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		✓	✓	✓	X	✓	✓	X	✓	NA
C.2 - PROTECTION	Proportion of targeted people receiving assistance without safety challenges	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Proportion of targeted people who report that WFP programmes are dignified	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Proportion of targeted people having unhindered access to WFP programmes	✓		✓	✓	✓	✓	✓	✓	✓	✓
C.3 - GENDER	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	✓		✓	✓	X	✓	✓	X	✓	NA
	Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity*	✓		✓	X	X	✓	X	X	✓	✓
C.4 - ENVIRONMENT	Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk		✓	✓	✓	✓	✓	✓	✓	✓	NA

Source: COMET report CM-L009b, data compiled on [22/02/2024]

Table 5: Analysis of results reporting in [Country] annual country reports [2019-2022]					
		ACR 2019	ACR 2020	ACR 2021	ACR 2022
Outcome indicators					
	Total number of indicators in applicable logframe	29	29	29	23
Baselines	Nr. of indicators with any baselines reported	26	20	16	23
Year-end targets	Nr. of indicators with any year-end targets reported	13	20	16	13
CSP-end targets	Nr. of indicators with any CSP-end targets reported	26	20	16	23
Follow-up	Nr. of indicators with any follow-up values reported	10	20	14	13
Cross-cutting indicators					
	Total number of indicators in applicable logframe	10	10	10	9
Baselines	Nr. of indicators with any baselines reported	8	9	9	9
Year-end targets	Nr. of indicators with any year-end targets reported	7	9	8	6
CSP-end targets	Nr. of indicators with any CSP-end targets reported	8	9	9	9
Follow-up	Nr. of indicators with any follow-up values reported	6	9	8	6
Output indicators					
	Total number of indicators in applicable logframe	51	51	51	55
Targets	Nr. of indicators with any targets reported	30	39	39	46
Actual values	Nr. of indicators with any actual values reported	17	26	26	36

Source: 2019 -2022 ACRs

Annex 2: List of relevant previous evaluations and audits

Table 6: List of relevant previous evaluations and audits		Year
Centralized Evaluations	Liberia PRRO 200550 Food Assistance for Refugees and Vulnerable Host Populations: An Operation Evaluation	2016
	An Evaluation of WFP's Response to the Ebola Virus Disease Crisis (EVD) in West Africa	2017
	Evaluation of the WFP Policy on Capacity Development (2009)	2015
Decentralized Evaluations	Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020	2021
	Final Evaluation of USDA McGovern-Dole-funded International Food for Education and Child Nutrition Program's Support in Liberia (2013-2016)	2017
Audits	Internal Audit of WFP Operations in Liberia - August 2023	2023
	Follow-up Audit of the Implementation of Agreed Actions from the 2019 Internal Audit of WFP Operations in Liberia - April 2020	2020
	Internal Audit of WFP Operations in Liberia - April 2019	2019

Annex 3: Acronyms

Acronym	Description
AAP	Accountability to Affected Population
ACR	Annual Country Report
AIDS	Acquired Immune Deficiency Syndrome
BR	Budget Revision
BSAFE	Be - Safe (security training)
CCA	Common Country Analysis
CCA	Common Country Assessment
CO	Country Office
COMET	Corporate Monitoring and Evaluation Tool
COVID-19	Corona Virus Disease 2019
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DHS	Demographic Health Survey
EB	Executive Board
EM	Evaluation Manager
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GEWE	Gender Equality and Women Empowerment
GHI	Global Hunger Index
HGSF	Home Grown School Feeding
HIV	Human Immunodeficiency Virus
HQ	Headquarters
HR	Human Resources
ICSP	Interim Country Strategic Plan
ILO	International Labour Organization
IPC	Integrated Food Security Phase Classification
IRM	Resource Management Analytics Platform
ISC	Indirect Support Cost
LASIP II	Liberian Agricultural Sector Investment Plan II
MAM	Management of Moderate Acute Malnutrition
NBP	Needs Based Plan
ND-GAIN	Notre Dame Global Adaptation Index
NGOs	Non-Governmental Organization
OEV	Office of Evaluation
OIGI	Office of Inspection and Investigation
PHQA	Post Hoc Quality Assessment
QA2	Quality Assurance 2
QA1	Quality Assurance 1
RBD	Regional Bureau in Dakar
SABER	System Approach for Better Education Results
SDG	Sustainable Development Goals
SO	Strategic Outcome
SOFI	State of Food Security and Nutrition in the World

Acronym	Description
SPA	System for Program Approval
SSAFE	Security-Safe
TA	Technical Assistance
TB	Tuberculosis
T-ICSP	Transitional Interim Country Strategic Plan
ToC	Theory of Change
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
VNR	Liberia Voluntary National Review

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 wfp.org