



WFP EVALUATION



**World Food
Programme**

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Evaluation of Sierra Leone WFP country strategic plan 2020–2025

Centralized evaluation report – Annexes

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Annex I. Summary Terms of Reference

1. ToR for the evaluation is available here: <https://www.wfp.org/publications/evaluation-sierra-leone-wfp-country-strategic-plan-2020-2025>.

Annex II. Methodological guidance

2. This annex provides additional methodological guidance aligned. For more discussion of the theoretical approach, refer to the full inception report.

Mixed-methods design elements

Secondary research (document review)

3. The evaluation used a guiding analytical framework. The initial document review informed the final choice of methods used for primary data collection; primary data collection was conducted mainly to fill identified data gaps. In particular, where data for analysis was not available (see Annex VII. Evaluability assessment and data availability), primary research was used to analyse the extent to which World Food Programme (WFP) activities and outputs contributed to the expected strategic outcomes of the country strategic plan (CSP). The finalization of an evaluation matrix, based on a reconstructed theory of change and development of the evaluation sub-questions, served as the guiding analytical framework.

4. Primary data collection was triangulated with secondary sources. In particular, the evaluation team drew on already completed endlines/evaluations – for instance, the endline study completed on the United Nations Peacebuilding Fund (PBF)-funded project in Pujehun and Moyamba districts (*Endline Evaluation, Report Prepared for The Project: Mitigating Localised Resource-Based Conflicts and Increasing Community Resilience in Pujehun and Moyamba Districts of Sierra Leone*), as well as the upcoming decentralized evaluation of asset creation and livelihood (ACL) activities and the endline of the PBF-funded cross-border project in Falaba district.

5. Other secondary sources included qualitative assessments carried out by the nutrition team (Focus Group Discussions on Mother Support Groups and Local Complementary Food) and the school feeding (SF) team (*Qualitative Monitoring Exercise for Home Grown School Feeding*), as well as annual country reports (ACRs), semi-annual food security monitoring systems, WFP market analysis (food price data monitoring, Market Monitor documents and market assessment reports).

Primary research (KIIs, FGDs and beneficiary survey)

6. The evaluation used a mix of methods to collect primary data. To overcome the data-related challenges mentioned above, the evaluation team utilized primary research in the form of key informant interviews (KIIs), focus group discussions (FGDs) and beneficiary surveys.

7. Primary research for the evaluation took place at a number of levels. To begin, remote data collection for the evaluation included interviews with former WFP country office senior staff employed within the CSP period. Then, in-country fieldwork took place as follows: 3–19 June for KIIs and FGDs, and 5–14 June for the beneficiary survey. In-person KIIs in Sierra Leone were carried out with internal WFP country office stakeholders and key national-level partners based in Freetown.

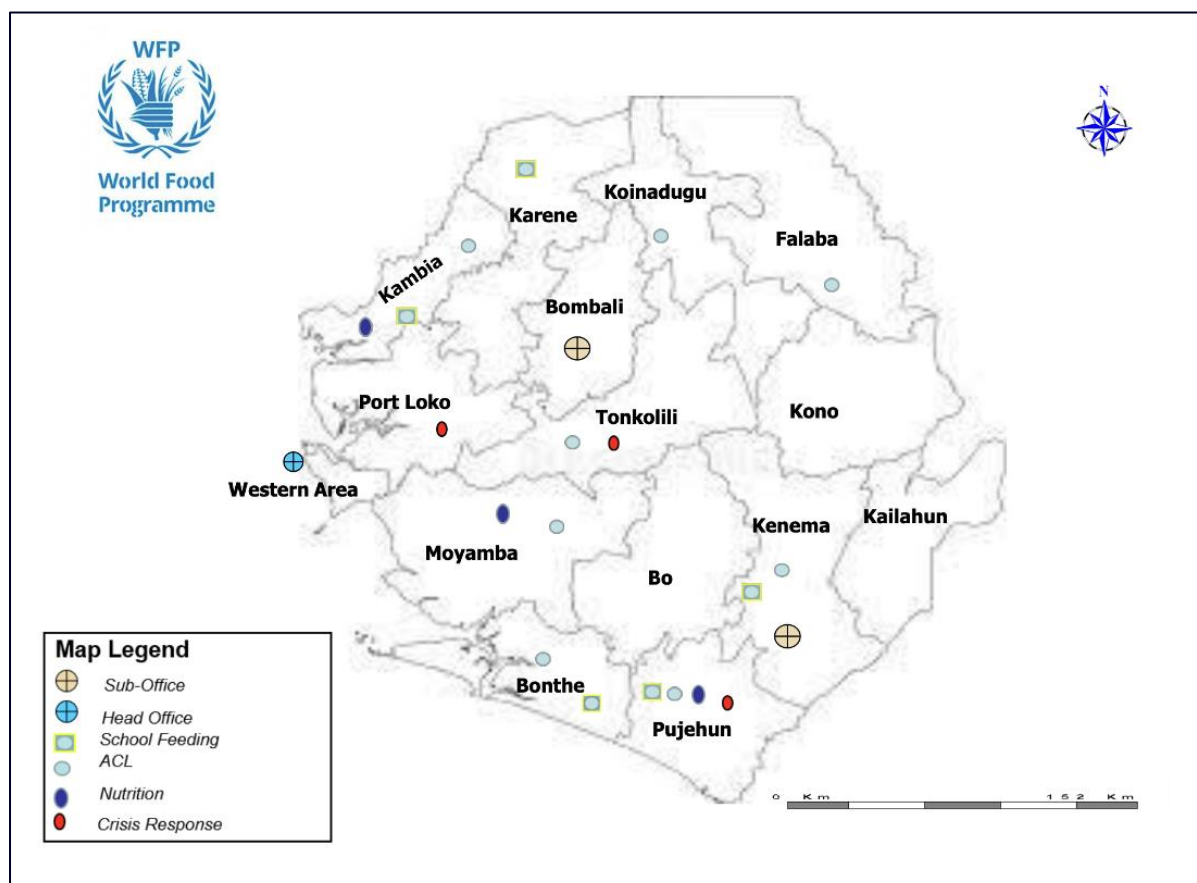
8. After fieldwork activities in Freetown, the evaluation team travelled to conduct KIIs in WFP sub-offices in Makene and Kenema (Figure A1). Additional KIIs were then conducted with stakeholders located at the subnational level.

9. Districts selected for fieldwork (Kambia and Pujehun) were those where WFP activities were clustered (Figure A1). FGDs were undertaken in project communities in those same districts (plus Port Loko to capture additional SO1 activities).

10. Beneficiary surveys were carried out in the two districts where nutrition programming is being undertaken (Kambia and Pujehun). The beneficiary survey focused on nutrition, providing additional

quantitative data for SO3 (Activity 4) to measure, among other things, beneficiary experiences with WFP programming, infant and young child feeding practices, gender equality and women's empowerment and integration into other programmes.

Figure A1: WFP Sierra Leone operational districts



Source: WFP CO

Sampling for primary research

11. The sampling of evaluation participants was developed to ensure a cross-section of perspectives for different stakeholder types regarding WFP's performance in relation to the CSP. To sample stakeholders for the evaluation, the evaluation team categorized the country strategic plan evaluation stakeholders into different types. Table A1 summarizes non-probability sampling strategies for each stakeholder and data collection type.

Table A1: Sampling strategy by stakeholder type, research site and methods used (KIIs, FGD, survey)

Stakeholder type	Research site	Description of sample	Sample size
WFP stakeholders at Sierra Leone CO	Freetown and remote	<ul style="list-style-type: none"> Purposive sample of senior managers (including senior management previously working during the CSP period) and key technical staff taken from programme activities under each SO 	<ul style="list-style-type: none"> 12–14 KIIs with WFP Sierra Leone CO management and staff 2–3 KIIs with former CO senior management
WFP stakeholders at Guinea CO	Remote	<ul style="list-style-type: none"> Purposive sample of Guinea CO managers and/or 	<ul style="list-style-type: none"> 1–2 KIIs with WFP Guinea management and/or staff

Stakeholder type	Research site	Description of sample	Sample size
		technical staff that work with the cross-border PBF project	
<i>WFP stakeholders at sub-offices</i>	Makeni and Kenema	<ul style="list-style-type: none"> Purposive sample of sub-office managers, as well as technical staff taken from key sectors, such that programme activities under each SO are accounted for within each sub-office 	<ul style="list-style-type: none"> 12–14 KIIs WFP Sierra Leone CO management and staff
<i>Government of Sierra Leone at national level</i>	Freetown	<ul style="list-style-type: none"> Purposive sample of key government partners from ministries and government entities at national level directly working with WFP under each SO 	<ul style="list-style-type: none"> 10–12 KIIs with government partners at the national level (e.g. Ministry of Basic and Senior Secondary Education (MBSSE), Ministry of Agriculture and Food Security, Ministry of Health and Sanitation, National Disaster Management Agency, Sierra Leone Agricultural Research Institute, School Feeding Secretariate, and Directorate of Food and Nutrition)
<i>Government of Sierra Leone at district level</i>	Port Loko, Kambia and Pujehun	<ul style="list-style-type: none"> Purposive sample of key government partners from ministries and government entities at the district level directly working with WFP under each SO 	<ul style="list-style-type: none"> 10–12 KIIs with government partners at the district/chiefdom level across both districts (e.g. District Agricultural Office, District Office for MBSSE, District Management Health Team, Office of National Security)
<i>UNCT</i>	Freetown	<ul style="list-style-type: none"> Purposive sample of appropriate technical and policy staff representing UN organizations that WFP works closely with either as implementing partners or in key strategic areas 	<ul style="list-style-type: none"> 4–5 KIIs with United Nations country team (e.g. United Nations Development Programme, International Organization for Migration, Food and Agriculture Organization of the United Nations, UNICEF, Resident Coordinator Office)
<i>Cooperating partners (CPs), INGOs, NGOs and other public and private sector partners</i>	Freetown	<ul style="list-style-type: none"> Purposive sample of these types of partners that are involved in the implementation of WFP activities or knowledgeable of these 	<ul style="list-style-type: none"> 5–6 KIIs with CPs at the national level (e.g. Talking Drum Studio, Barefoot Women Solar Association, Helen Keller International, Pure Heart Foundation, Red Cross)
<i>Donors</i>	Freetown	<ul style="list-style-type: none"> Purposive sample of top CSP donors 	<ul style="list-style-type: none"> 3–4 KIIs with donors (e.g. Japan, Germany, United States, Ireland)
<i>Direct beneficiary groups</i>	Port Loko, Kambia and Pujehun (FGDs)	<ul style="list-style-type: none"> (For FGDs) Purposive samples of direct recipients of WFP assistance under SO1–SO4 	<ul style="list-style-type: none"> 12–14 FGDs with beneficiary groups (e.g. crisis-affected populations receiving food/cash-based transfers, school management committees and teachers, parents of children 6–23 months and pregnant and breastfeeding women, mother support groups, smallholder farmers)

Source: Evaluation team.

Data analysis, reporting, validation and quality assurance

12. The evaluation team applied various forms of qualitative and quantitative methods to triangulate findings across different data sources, comparing data across different methods and sources to check for consistency. In terms of qualitative data, the evaluation team used content analysis to identify key themes in responses between interviews and focus groups to give meaning to the data by determining qualitative trends to complement quantitative data from secondary sources.
13. Statistical analysis interpreted quantitative data using mostly descriptive statistics (frequencies, cross-tabulations, central tendencies) to determine the performance of available quantitative indicators, efficiency of financial/output data, beneficiary survey data and so on. Data was presented as statistics, tables, graphs and figures to complement primary data collected throughout the evaluation.
14. All aspects of the evaluation were carried out with consideration of gender and inclusion. In particular, the evaluation assessed the quality of the gender analysis that was undertaken before the CSP was designed and whether the results of the gender-responsive or gender-transformative programming were properly integrated into the CSP implementation.
15. As already mentioned, the evaluation gave due attention to other key cross-cutting issues, such as: humanitarian principles, protection issues, accountability to affected populations and climate/environment footprint in relation to WFP's activities, as appropriate, as well as differential effects on women, men, girls, boys and other relevant socioeconomic groups.
16. Data analysis and reporting were enriched by stakeholder feedback provided during an exit debriefing and preliminary findings workshop. The latter, especially, was to validate the data collected and identify any inconsistencies, gaps or areas of particular interest to explore further.
17. Based on the analysis and activities outlined above, the evaluation team built a draft report in line with the WFP Centralized Evaluation Quality Assurance System (CEQAS) guidelines. Specifically, the evaluation report (ER) presented key data and findings for each sub-question in more detail per the CEQAS Quality Checklist for CSP ERs. Following a zero draft, the report was circulated among relevant stakeholders for feedback and revision through multiple rounds. This definitive final report integrated feedback and revisions. The main findings, conclusions and recommendations are to be detailed in a briefing note and presented in a validation workshop.

Main limitations

18. The main limitations of the evaluation and the mitigation measures taken to address these limitations are outlined below in Table A2.

Table A2: Evaluation's limitations and mitigation measures

Summary of limitations	Main mitigation measures
<i>Key CSP activities (such as moderate acute malnutrition (MAM) treatment carried out as part of the COVID-19 response) had ended, and the evaluation team had to draw upon the recall of beneficiaries and key informants in these cases</i>	This limitation was mitigated through triangulation of data sources: secondary data, interviews with relevant stakeholders (including direct beneficiaries) and the beneficiary survey.
<i>Lack of availability of data for some indicators; full set of 2024 data</i>	As mentioned, the limitations of available data were mitigated through cross-referencing with primary research and available document reviews, interpreted taking into consideration changes in the socioeconomic context, humanitarian needs and the evolving funding levels.
<i>Beneficiary survey was not a representative sample of households in each district, as those interviewed were those registered in the primary health units (PHUs) coverage area only where WFP supports programming</i>	The survey attempted to capture a cross-section of WFP beneficiaries across different WFP nutrition activities in order to capture different experiences with this aspect of WFP programming.
<i>Key monitoring indicators have been revised</i>	Triangulation from other data sources.

Source: Evaluation team.

Annex III. Evaluation matrix

19. Table A3 summarizes the evaluation matrix that will be used for the evaluation.

Table A3: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
EQ1: To what extent is the country strategic plan (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?					
1.1.1 Alignment of CSP strategic outcomes (SOs) with the hunger, food security and nutrition issues of people in Sierra Leone at design stage	Extent to which the CSP SOs and initiatives under Activities 1–7 were designed to address the needs of those most vulnerable to hunger, food insecurity and malnutrition in Sierra Leone	Extent to which the CSP design was based on food security and nutrition needs assessments that identified the most vulnerable people and their needs (including World Food Programme (WFP) assessments)	<ul style="list-style-type: none"> Document review of vulnerability assessment mapping (VAM), Multiple Indicator Cluster Survey (MICS), Demographic and Health Survey (DHS), Comprehensive Food Security and Vulnerability Analysis, Food Security Monitoring System, Cadre Harmonisé (CH) data, market price bulletins and needs assessments Country office (CO) managers and staff Government of Sierra Leone stakeholders Direct beneficiaries 	<ul style="list-style-type: none"> Document review Key informant interviews (KIIs) Focus group discussions (FGDs) Surveys 	<ul style="list-style-type: none"> Content analysis and triangulation across document review, KIIs, FGDs and surveys (for nutrition)

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
	Extent to which Activities 1–7 are designed to address the needs of those most vulnerable to hunger, food insecurity and malnutrition in Sierra Leone in a way that is sensitive and responsive to the context of each	Extent to which the CSP design, and that of its related activities, has resulted in the design of appropriate and quality programming that is sensitive and responsive across beneficiary groups	<ul style="list-style-type: none">Document review of project documents, monitoring reports, evaluations, etc.CO managers and staffGovernment of Sierra Leone stakeholdersDirect beneficiaries	<ul style="list-style-type: none">Document reviewKIIsFGDsSurveys	<ul style="list-style-type: none">Content analysis and triangulation across document review, KIIs, FGDs and surveys (for nutrition)
1.2a To what extent does the CSP reflect and respond to the needs of national policies and plans and to the SDGs?					
1.2a.1 Alignment of CSP SOs with national Government of Sierra Leone policies, strategies and plans	The extent to which the CSP SOs and Activities 1–7 in the CSP were relevant to national strategies and priorities, including sustainable development goals (SDGs) and targets, and analysis of national capacities and capacity gaps	Extent of alignment between CSP SO and Activities 1–7 and national objectives and priorities as outlined in Government of Sierra Leone policies, strategies, plans, capacity-building goals and related annual budgets	<ul style="list-style-type: none">CO managers and staffGovernment of Sierra Leone stakeholders	<ul style="list-style-type: none">KIIs	<ul style="list-style-type: none">Content analysis and triangulation across KIIs and FGDs to determine the alignment of CSP/Government of Sierra Leone priorities
			<ul style="list-style-type: none">Government strategies, policies and plans, national SDG FrameworkWFP CSP and consecutive budget revision documents and Zero Hunger Review	<ul style="list-style-type: none">Document review	<ul style="list-style-type: none">Content analysis and triangulation across KIIs and FGDs to determine the alignment of CSP/Government of Sierra Leone priorities
		Extent to which capacity strengthening (CS) activities were designed on the basis of an assessment of the main national capacity gaps	<ul style="list-style-type: none">CO managers and staffGovernment of Sierra Leone stakeholders	<ul style="list-style-type: none">KIIs	<ul style="list-style-type: none">Content analysis and triangulation across KIIs to determine alignment of CSP/Government of Sierra Leone priorities in key areas of CS
1.2b To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering the changing national capacities and needs and in response to changing contextual factors (e.g. COVID-19, the cost-of-living crisis, exchange rate fluctuations)?					
1.2b.1 Strategic	CSP response and adaptation to	Level of satisfaction of	<ul style="list-style-type: none">CO managers and staff	<ul style="list-style-type: none">KIIs	<ul style="list-style-type: none">Content analysis and triangulation of

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
responsiveness of CO and the CSP to changing context, national capacities and needs in Sierra Leone	unexpected disruptions was relevant given national needs and capacities	Government of Sierra Leone, direct beneficiaries, key donors and United Nations country team with CSP responsiveness and ongoing relevance in the face of changing needs resulting from the COVID-19 pandemic and other shocks	<ul style="list-style-type: none"> Government of Sierra Leone stakeholders Key donors and United Nations country team (UNCT) representatives WFP programming documents and budget revisions 	<ul style="list-style-type: none"> Desk review 	<ul style="list-style-type: none"> perception across KIIs evolving CSP relevance and adaptability to changing context Content analysis and triangulation of perception across document review with KIIs to gauge evolving CSP relevance and adaptability to changing context
1.3a To what extent does the CSP design have internal coherence, as well as alignment with WFP's Strategic Plan 2022–2025, articulating WFP's role and contributions in a realistic manner?					
1.3a.1 Alignment of CSP design as a framework that fits within WFP's global strategy	The extent to which the activities of the CSP are consistent with and reflective of WFP's global priorities in accordance with WFP's comparative advantage in Sierra Leone	CSP SOs are consistent with and reflect the outcomes of the global strategic plan	<ul style="list-style-type: none"> Strategic plan CO managers and staff 	<ul style="list-style-type: none"> Document review KIIs 	<ul style="list-style-type: none"> Comparison of perception with evidence of explicit alignment in relevant documents
1.3b How coherent was the integration across various SOs – including humanitarian, development and peacebuilding work – in terms of its potential to generate synergies and multiplier effects in terms of outcomes?					
1.3b.1 Coherence of integration across SOs – including humanitarian, development and peacebuilding work – in terms of its ability to create synergies and potential for	Extent to which the CSP SO/activity integration (including humanitarian, development and peacebuilding work) contributed to increasing outcomes	<p>Extent of interventions leveraging cross-activity linkages as part of CSP implementation</p> <p>Extent to which cross-activity integration creates synergies that reinforce outcomes across each activity</p> <p>Effect of integration of</p>	<ul style="list-style-type: none"> Annual country reports (ACRs) and other planning and evaluation documents Specialists within CO and Government of Sierra Leone implementation partners 	<ul style="list-style-type: none"> Document review KIIs 	<ul style="list-style-type: none"> Content analysis of commitment, plans and achievements of integration across activities Triangulation of qualitative perception for degree of

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
multiplier effects		humanitarian, development and peacebuilding work on programme outcomes			integration across activities
			<ul style="list-style-type: none"> Beneficiaries 	<ul style="list-style-type: none"> FGDs Surveys 	<ul style="list-style-type: none"> Triangulation of perceptions of integration from FGDs and surveys (for nutrition)
	Analysis of how coherently nutrition-sensitive approaches were integrated into design and implementation CSP activities	<p>Level of nutrition-sensitive interventions integrated into CSP and activity planning, implementation and monitoring</p> <p>Level of satisfaction (disaggregated by sex, age and location) of direct beneficiaries of programmes</p>	<ul style="list-style-type: none"> ACRs and other project-specific planning and evaluation documents Beneficiaries 	<ul style="list-style-type: none"> Document review FGDs Surveys 	<ul style="list-style-type: none"> Content analysis of nutrition commitments and achievements and triangulation with post-distribution monitoring (PDM and survey data)
Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
EQ2: What is the extent and quality of WFP's specific contribution CSP strategic outcomes and the United Nations Sustainability Development Cooperation Framework (UNSDCF) in the country?					
2.1a To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP?					
2.1a.1 Whether planned targets for expected SO indicators were met	Extent targets to SO indicators set in the CSP results framework were met	Outcome indicators activated in COMET for CSP Performance Framework for each SO relative to targets	<ul style="list-style-type: none"> ACR and related COMET-stored datasets 	<ul style="list-style-type: none"> Secondary data review 	<ul style="list-style-type: none"> Comparison of outcome data versus targets
2.1a.2 Presence of positive results generated which	Extent to which positive results were identified that were not captured by SO indicators set in the CSP results	Presence of results not captured by SO indicators set in the CSP	<ul style="list-style-type: none"> CO managers and staff Government of Sierra Leone stakeholders 	<ul style="list-style-type: none"> KIIs FGDs Surveys 	<ul style="list-style-type: none"> Triangulation of qualitative perceptions of outputs and activities

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
were not captured by WFP's results frameworks	framework	results framework	<ul style="list-style-type: none"> Beneficiaries 		relative to outcomes, with added triangulating with survey data for nutrition
2.1a.3 Level of contribution of outputs to the CSP strategic outcomes and to UNSDCF	Extent to which outputs contributed to the CSP SO and UNSDCF	Activity-specific contribution of outputs to outcome indicators based on whether the CSP-implemented activities support the assumed logic and causal pathways set out in the reconstructed theory of change	<ul style="list-style-type: none"> CO managers and staff Government of Sierra Leone stakeholders Key donors and UNCT representatives Beneficiaries 	<ul style="list-style-type: none"> KIIs FGDs Surveys 	<ul style="list-style-type: none"> Triangulation of qualitative perceptions of outputs and activities relative to outcomes, with added triangulating with survey data for nutrition
2.1b Were there any unintended outcomes, positive or negative?					
2.1b.1 The extent to which the CSP produced positive unintended positive outcomes	CSP produced positive unintended outcomes	Presence and impact unintended positive outcomes with significant contributions from CSP activities and outputs	<ul style="list-style-type: none"> Project documents CO managers and staff Government of Sierra Leone stakeholders Key donors and UNCT representatives Beneficiaries 	<ul style="list-style-type: none"> Document review KIIs FGDs Surveys 	<ul style="list-style-type: none"> Content analysis with triangulation across primary and secondary data that CSP had positive unintended impacts, with added triangulation of survey data for nutrition
2.1b.2 The extent to which the CSP produced unintended negative outcomes that were mitigated	CSP produced negative unintended outcomes that were mitigated	Proportion of unintended negative outcomes mitigated through appropriate action by WFP	<ul style="list-style-type: none"> CO managers and staff Government of Sierra Leone stakeholders Key donors and UNCT representatives Beneficiaries 	<ul style="list-style-type: none"> KIIs FGDs 	<ul style="list-style-type: none"> Content analysis with triangulation of perception across primary and secondary data that WFP had mitigated unintended negative impacts

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
			<ul style="list-style-type: none"> Project documents 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Content analysis with triangulation of perception across primary and secondary data that WFP had mitigated unintended negative impacts
2.2a To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations (AAP), gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.2.1 Assessment of how the CSP contributed to achievement of cross-cutting aims: adherence to humanitarian principles, protection, AAP, and gender, equity and inclusion (GEI).	Extent to which the CSP initiatives and projects contributed to these cross-cutting aims	Extent of humanitarian and protection principles, and accountability aims to affected populations being included in CSP planning, implementation and monitoring	<ul style="list-style-type: none"> ACR and other planning and evaluation documents CO management and staff 	<ul style="list-style-type: none"> Document review KIIs FGDs 	<ul style="list-style-type: none"> Content analysis of commitments and achievements Triangulation of qualitative perception
2.2b To what extent to was gender-transformative programming mainstreamed into the CSP activities?					
2.2a.1 Assessment of how well the CSP integrated gender-transformative programming mainstreamed into its activities	Analysis of how gender transformation was integrated into design and implementation of activities	Level of gender integration into CSP and activity planning, implementation and monitoring	<ul style="list-style-type: none"> ACR and other gender-specific planning and evaluation documents Female and male direct beneficiaries 	<ul style="list-style-type: none"> Document review KIIs FGDs Surveys 	<ul style="list-style-type: none"> Content analysis of gender equality and women's empowerment (GEWE) commitments and achievements in gender transformation, triangulated with data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
					from surveys (for nutrition)
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?					
2.3.1 Assessment that results achieved are likely to be sustained	Are there agreed and credible WFP withdrawal plans and ownership of initiatives by appropriate national- and district-level Government of Sierra Leone institutions, private sector and civil society	Existence of WFP transition and exit plans that assure sustainability of achievement for each of the key activities and commitments made under the CSP	Transition and exit plans recorded in programme and project documents Key informants directly involved in Activity implementation (subnational Government of Sierra Leone officials and WFP CO managers and staff, and key non-governmental organizations (NGOs) and United Nations project implementation partners)	<ul style="list-style-type: none">• Document review• KIIs	<ul style="list-style-type: none">• Content analysis• Triangulation of qualitative explanations
		Resources (financial, staffing, skills, hardware, etc.) available and allocated by key national partners (especially Government of Sierra Leone) that take responsibility for key activities and progress made under the CSP	Budgets, staffing plans and other documents from key national partners Key informants from CO/ regional bureau in Dakar managers, Government of Sierra Leone Project Management Unit (PMU), UNCT, donors and small- and medium-sized enterprises	<ul style="list-style-type: none">• Document review• KIIs• FGDs• Learning workshops	<ul style="list-style-type: none">• Triangulation of qualitative reflections and viewpoints
2.4 How effective was WFP in its position as a lead/convening actor in key areas of humanitarian action (especially co-chairing three pillars of national emergency response), development cooperation and peacebuilding (especially United Nations Peacebuilding Fund (PBF) projects)?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
2.4.1 Assessment that the CSP facilitated strategic linkages along the triple nexus	How WFP lead/convening role in key areas considered, integrated and contributed to specific CSP outcomes	Extent of consideration and integration of these linkages into CSP outputs/activities and outcomes	<ul style="list-style-type: none"> Project documents from PBF projects CO managers and staff Government of Sierra Leone, UNCT, donors and CPs from PBF-funded projects 	<ul style="list-style-type: none"> Document review KIIs 	<ul style="list-style-type: none"> Content analysis with triangulation of perception across primary and secondary data measuring integration/contribution of PBF-funded programming to CSP outcomes
2.5 To what extent was the CSP designed to align with the strategies and plans of the wider United Nations system (especially the UNSDCF Sierra Leone 2020–2023) based on the comparative advantage of WFP within the UNCT in Sierra Leone?					
2.5.1 Coherence with United Nations system (and esp. the UNSDCF) based on WFP comparative advantage in Sierra Leone	The extent to which the CO used the CSP to contribute to the humanitarian and development priorities of the UN system (and esp. the UNSDCF) based on WFP comparative advantage in Sierra Leone	Level of alignment with SOs and key priorities of the United Nations system, based on the UNSDCF outcome areas	<ul style="list-style-type: none"> UNSDCF Sierra Leone 2020–2023 and related data, evaluations and reviews UNCT and donors Government of Sierra Leone stakeholders 	<ul style="list-style-type: none"> KIIs Document review 	<ul style="list-style-type: none"> Content analysis with triangulation of perception across primary and secondary data of coherent alignment of WFP activities under UNSCDF
		WFP comparative advantage is well actioned strategically, with CSP SOs contributing under UNSDCF outcome areas	<ul style="list-style-type: none"> UNSDCF Sierra Leone 2020–2023 and related data, evaluations and reviews UNCT and donors Government of Sierra Leone stakeholders 	<ul style="list-style-type: none"> KIIs Document review 	<ul style="list-style-type: none"> Content analysis with triangulation of perception across primary and secondary data of WFP contribution to UNSDCF based on its comparative advantage

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.1.1 Timeliness of output delivery	Achievement of output targets within planned timelines and expectation	Extent to which output targets set within annual plans were achieved within timelines set	CO reports (ACRs and related project reports and datasets)	Document review	<ul style="list-style-type: none"> Analysis of planned timelines and delivered outputs
		Proportion of deviations from planned targets that were fully explained and justified by changing context	<ul style="list-style-type: none"> CO reports (ACRs and related project reports and datasets) CO managers and staff Government of Sierra Leone stakeholders United Nations Country Team (UNCT), donors and CPs 	<ul style="list-style-type: none"> Document review KIIs 	<ul style="list-style-type: none"> Content analysis of qualitative data to determine interceding/explanatory factor
		Level of satisfaction (disaggregated by sex, age and location) of direct beneficiaries of programmes with timeliness of assistance received	<ul style="list-style-type: none"> Beneficiaries 	<ul style="list-style-type: none"> FGDs 	<ul style="list-style-type: none"> Content analysis of beneficiary perceptions of programme delivery
	Timeliness of required financial resources being made available and used	Extent to which budgets committed by donors and by the Government of Sierra Leone implementation partners were made available on time	<ul style="list-style-type: none"> CO reports (ACRs and related project reports and datasets) 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Analysis of budget data
		Extent to which approved grants were utilized and assigned budgets fully disbursed by the CO			
		Level of satisfaction (disaggregated by sex, age and location) of direct beneficiaries of programmes with timeliness of assistance received	<ul style="list-style-type: none"> CO managers and staff Government of Sierra Leone stakeholders NCT, donors and CPs 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Triangulation of qualitative explanations

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.2.1 Appropriateness of targeting and coverage	Was targeting and coverage based on comprehensive mapping and needs assessment of various segments of the vulnerable population	<p>Extent to which needs assessment and mapping of food security and nutrition vulnerability was up to date</p> <p>Proportion of CSP coverage that was targeted at the most vulnerable segments of the population</p>	<ul style="list-style-type: none"> CO, Government of Sierra Leone, UNCT and donor assessments and datasets 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Analysis of data for inclusion and disaggregation of vulnerable populations
			<ul style="list-style-type: none"> CO managers and staff Government of Sierra Leone stakeholders UNCT, donors and CPs 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Content analysis and triangulation of qualitative data
	Was targeting, coverage, volume and type of assistance adjusted in response to major changes in assumptions	Extent to which targeting and coverage was adjusted based on new context and updated assessment of most vulnerable	<ul style="list-style-type: none"> CO, Government of Sierra Leone, UNCT and donor assessments and datasets 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Alignment of WFP programmes with updated assessments identifying vulnerable populations
	Analysis of how activity recipients experienced coverage and targeting	Level of satisfaction (disaggregated by sex, age and location) of direct beneficiaries of activities with coverage and targeting	<ul style="list-style-type: none"> Beneficiaries 	<ul style="list-style-type: none"> FGDs Surveys 	<ul style="list-style-type: none"> Content analysis of beneficiary perceptions of programme delivery with triangulation of survey data (for nutrition)
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.3.1 Planning for efficient CSP	Did the CSP set out and follow standards for cost efficiency in	Extent to which the CSP set out and followed standards for cost efficiency in delivery of different types of assistance in different	<ul style="list-style-type: none"> CO documents and specific examples of standards that were set by CO or by RBD/headquarters guidance 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Content analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
implementation	delivery of different types of assistance in different settings Were efficiency trade-offs considered	settings Extent to which humanitarian principles, protection, AAP and GEI were considered as accepted efficiency trade-offs	<ul style="list-style-type: none"> RBD and CO key informants (managers and staff with expertise in this area) Key informants (CO, Government of Sierra Leone and United Nations and NGO implementation partner representatives) and project-specific documents 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Triangulation of explanations
3.3.2 Cost efficiency of delivery for specific activities and settings	Assessment of cost, quality and timeliness in relation to setting Key external factors that affected cost efficiency	Cost per unit of assistance received per beneficiary (disaggregated by sex and age) for selected CSP activities Extent to which external factors beyond CO control affected cost efficiency	<ul style="list-style-type: none"> Project budgets and other documents CO managers and staff 	<ul style="list-style-type: none"> Sample of specific activities/projects 	<ul style="list-style-type: none"> Content analysis and corroboration across sample
3.4 To what extent were alternative, more cost-effective measures considered?					
3.4.1 Consideration of alternative, more cost-efficient measures	Evidence that the regional bureau in Dakar and headquarters provided effective guidance and support that explained and promoted efficient alternatives	Extent of guidance and support from the regional bureau in Dakar and headquarters on how to assure efficiency gains, including cost standards to be used by the CO for comparisons	<ul style="list-style-type: none"> Existing guidance notes and standard(s) CO managers and staff 	<ul style="list-style-type: none"> Document review KIIs 	<ul style="list-style-type: none"> Content analysis of guidance notes and triangulation of CO perspectives in efficiency analysis
	Evidence that consideration of cost efficiency was	Extent to which cost-efficiency factors were considered in decision making related to annual planning of the CSP and its approved	<ul style="list-style-type: none"> Project documents CO managers and staff 	<ul style="list-style-type: none"> Document review KIIs 	<ul style="list-style-type: none"> Content analysis of guidance notes and triangulation of CO

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
	included in discussions with Government of Sierra Leone Measures taken to assure efficiency over time in contracting of implementers and suppliers, and in interactions with donors	activities	<ul style="list-style-type: none"> Government of Sierra Leone, implementing partners and donors 		perspectives in efficiency analysis
	Analysis of how programme recipients experienced value of resources received	Level of satisfaction (disaggregated by sex, age and location) of direct beneficiaries of programmes with coverage and targeting	<ul style="list-style-type: none"> Beneficiaries 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Triangulation of beneficiary perception of programme cost effectiveness
Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
EQ4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP?					
4.1.1 How resource availability affected	Analysis of how budget adequacy, flexibility and predictability	Ratio of needs-based budget to actual contributions received	<ul style="list-style-type: none"> CO financial records 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Analysis of needs-based plan (NBP) relative to allocated resources and expenditures

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis (data analysis technique and level of analysis)
programme	influenced effectiveness	<p>Extent to which budget uncertainty affected programming effectiveness</p> <p>Level of donor earmarking of funding and implications for the CO's ability to respond in a flexible way to changing needs</p> <p>Extent to which WFP budgeting process supported strategic shift in CSP</p> <p>Specific actions to mobilize resources from donors and others including private sector</p>	<ul style="list-style-type: none"> Senior managers within CO 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Content analysis and triangulation of perceptions regarding how resource availability affected CSP performance
4.1a How was resource mobilization for SO3 affected by shifts from treatment to prevention of malnutrition?					
4.1a.1 Assessment of how resource availability affected the strategic transition from treatment to prevention of malnutrition	Analysis of how budget adequacy, flexibility and predictability influenced the ability of WFP to carry out prevention of malnutrition activities	Ratio of needs-based budget to actual contributions received	<ul style="list-style-type: none"> CO financial records 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Analysis of NBP relative to allocated resources and expenditures
		<p>Extent to which budget uncertainty affected programming effectiveness</p> <p>Level of donor earmarking of funding and implications for the CO's ability to respond in a flexible way to changing needs</p> <p>Extent to which WFP budgeting process</p>	<ul style="list-style-type: none"> Senior managers and nutrition staff 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Content analysis and triangulation of perceptions regarding how resource availability affected CSP performances

		supported strategic shift in CSP Specific actions to mobilize resources from donors and others, including private sector			
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?					
4.2.1 Assessment of how monitoring and evaluation (M&E) systems were used to track progress and inform management decisions	Do existing monitoring and reporting systems track and demonstrate progress towards expected outcomes? Are monitoring and reporting systems available to those making management decisions and at appropriate times? Use of monitoring and tracking by management	Existence of monitoring and tracking systems and validity and reliability for predicting expected outcomes Availability of monitoring and reporting data for timely decision making Extent of use by management to inform decisions	<ul style="list-style-type: none"> • M&E systems (COMET) and documentation of those used in programming and projects • Key informants directly involved in managing activity/programme implementation (subnational Government of Sierra Leone officials and WFP CO managers and staff, and key NGO and United Nations project implementation partners) 	<ul style="list-style-type: none"> • Data and document review • KIIs 	<ul style="list-style-type: none"> • Content analysis • Triangulation of qualitative explanations
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.3.1 Were partnerships a significant performance factor	Analysis of how partnership and collaboration influenced effectiveness	Effectiveness of coordination over partnerships and collaborations	<ul style="list-style-type: none"> • CO documents and specific examples of partnership agreements 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Content analysis
		Level of satisfaction of Government of Sierra Leone, donors and other external stakeholders with CO partnership agreements	<ul style="list-style-type: none"> • Government of Sierra Leone and other key implementing partner representatives 	<ul style="list-style-type: none"> • KIIs 	<ul style="list-style-type: none"> • Triangulation of perception across key informant types

		Extent to which CSP has supported effective collaboration and new partnerships	<ul style="list-style-type: none"> Key informants within CO and regional bureau in Dakar, donors, Government of Sierra Leone 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Triangulation of perceptions
4.4 To what extent did the CO have appropriate human resources (HR) capacity to deliver on the CSP?					
4.4.1 Adequate level of human resources	Comparison of HR levels to the number of activities and total budget disbursed	Ratio of full-time equivalents to total budget disbursed	<ul style="list-style-type: none"> Project financial and HR records 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Content analysis
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?					
4.5.1 Impact of the external factors on CSP	Analysis of how pandemic, cost-of-living crisis and other factors affected programming	<p>Extent to which pandemic affected CSP performance to date</p> <p>Extent to which cost-of-living crisis affected CSP performance to date</p> <p>Extent to which national elections affected CSP performance to date</p> <p>Extent to which other factors affected CSP performance to date</p>	<ul style="list-style-type: none"> CO managers and staff Government of Sierra Leone stakeholders UNCT, donors and CPs 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Triangulation of perception across key informant types, plus meta-analysis across other evaluation questions
4.5.2 Adequacy and skill of CO staff	Analysis of how this factor affected overall CSP performance	Staff retention and turnover rates	<ul style="list-style-type: none"> CO HR records 	<ul style="list-style-type: none"> Human resources data and document review 	<ul style="list-style-type: none"> Analysis of HR data for levels and trends of staffing and retention
		<p>Perception of availability of experienced staff in relation to CSP activities</p> <p>Trainings and guidance provided by regional bureau and headquarters</p> <p>Roles and responsibilities at CO coherent with identified needs</p>	<ul style="list-style-type: none"> Organogram and description of roles and responsibilities at CO CO managers and staff 	<ul style="list-style-type: none"> Document review KIIs 	<ul style="list-style-type: none"> Analysis of organogram and roles triangulated with content analysis for perception that CO has adequate staff and skills

4.5.3 Other key performance factors identified	Identifying other key performance factors	Existence of and extent to which other key factors explain CSP performance	<ul style="list-style-type: none"> CO, regional bureau in Dakar, Government of Sierra Leone, donor representatives 	<ul style="list-style-type: none"> KIIs 	<ul style="list-style-type: none"> Triangulation of perception across key informant types, meta-analysis across other evaluation questions
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Source: Evaluation team.

Annex IV. Data collection tools

20. Below are draft data collection tools.

Key informant interview question set

21. Table A4 provides examples of key informant interview (KII) questions that can be drawn on for different stakeholders. Specific protocols to guide open-ended discussions for KIIs will be customized for each interview, following a review of each interviewee's background, position and connection to the country strategic plan (CSP) so that questions are aligned with the interviewee's experience. The evaluation team will take a non-linear, iterative approach to designing and refining interview protocols – adding, adjusting or removing questions as appropriate as information is gathered throughout the data collection phase. The sixteen sub-questions and related indicators in the evaluation matrix will always be used to structure interviews and focus and discipline our inquiries.

Table A4: KII question set

EQ1: To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable?	WFP	Government	UNCT/cooperating partners	Donors
EQ1.1: To what extent was the CSP informed by existing evidence on the hunger challenges, food security and nutrition issues prevailing in Sierra Leone to ensure its relevance at the design stage?	<ul style="list-style-type: none"> What key sources of evidence inform the CSP at the design stage? Did this change throughout the lifecycle of the CSP? Were there any key evidence gaps remaining to make strategic decisions at WFP? Has WFP's own evidence generation helped inform evidence on food security and nutrition in the country? What was the quality of the gender analysis undertaken before the CSP, and how was it incorporated into the CSP? 	<ul style="list-style-type: none"> What was the extent of the involvement of the Government of Sierra Leone in the preparation of the CSP? Has WFP's capacity building helped strengthen evidence generation by the Government of Sierra Leone in the country? 		<ul style="list-style-type: none"> What evidence do donors use to set priorities for funding food security and nutrition issues prevailing in Sierra Leone?

<p>EQ1.2: To what extent is the CSP aligned to national policies and plans and to the SDGs?</p>	<ul style="list-style-type: none"> • Do WFP programmes reflect hunger challenges and the food security and nutrition issues prevailing in Sierra Leone? • Are there any gaps? • How effectively has WFP programming shifted throughout the CSP, changing national capacities and needs and in response to changing contextual factors? 	<ul style="list-style-type: none"> • What is the extent of alignment between CSP strategic outcomes (SOs) and activities and national objectives and priorities as outlined in Government of Sierra Leone policies, strategies, plans and annual budgets (national and subnational)? • Are there any gaps? • How effectively has WFP programming shifted throughout the CSP, according to changing national capacities and needs, and in response to changing contextual factors? • How has WFP programming contributed to policy development in areas related to hunger, food security, etc.? 		<ul style="list-style-type: none"> • How relevant is WFP's programme for Sierra Leone and achievement of national SDGs? • Can you give examples of WFP activities in Sierra Leone that are particularly relevant to priority donor needs? • How effectively has WFP programming shifted throughout the CSP, according to changing national capacities and needs, and in response to changing contextual factors?
<p>EQ1.3: To what extent does the CSP design have internal coherence, as well as alignment with WFP's Strategic Plan 2022–2025), articulating WFP's role and contributions in a realistic manner?</p>	<ul style="list-style-type: none"> • How does the CSP build on or depart from the previous activities under the Transitional Interim Country Strategic Plan? Have the envisaged strategic changes have taken place? If so, what have their consequences been as of 2024? • How does the CSP reflect WFP's global strategic plan? • Does the CSP design present a meaningful framework within which the different activities fit coherently to maximize synergies and, potentially, the effectiveness of the programme? • Are there points of internal coherence (e.g. synergies and interlinkages of different SOs)? • Has coherence improved as the CSP has progressed (esp. with the focus on integration)? 			

	<ul style="list-style-type: none"> • Are there remaining gaps in internal coherence? Or unexploited opportunities? • How coherent was the integration across various SOs (esp. nutrition and ACL) in terms of its potential to generate synergies and multiplier effects in terms of outcomes? 			
EQ2: What is the extent and quality of WFP's specific contribution to CSP SOs and the United Nations Sustainability Development Cooperation Framework (UNSDCF) in Sierra Leone?	WFP	Government	UNCT/cooperating partners	Donors
EQ2.1: To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP?	<ul style="list-style-type: none"> • How well did indicators set under SOs meet their designated targets? • Where they were unable to, and could this be explained by challenges in activities/outputs? • Have there been any unintended outcomes (positive or negative) of WFP programming during the CSP period? • If there have been negative outcomes, have these been addressed/mitigated? • Under Activity 1, what are the reasons for the varying performance of food consumption score (FCS) and MAM indicators across years and sex? • Activity 2's targets (set at 100%) for attendance and enrolment were not consistently met. Does this indicate challenges and gaps in the implementation of the strategic framework programmes? • Many of the targets under Activity 5 are unmet (e.g. FCS and rCSI), indicating that the objectives for improving food security 	<ul style="list-style-type: none"> • What have been the main outcomes of WFP activities in Sierra Leone over the CSP period, and how have these delivered results towards zero hunger? • Are there key areas where WFP has failed to deliver as expected? • How have partnerships with the Government of Sierra Leone contributed to these outcomes? • Have there been any unintended outcomes (positive or negative) of WFP programming during the CSP period? • If there have been negative outcomes, have these been addressed/mitigated? 	<ul style="list-style-type: none"> • What have been the main outcomes of WFP activities in Sierra Leone over the CPS period? • How have partnerships with United Nations Country Team (UNCT) and cooperating partners (CPs) contributed to these outcomes? 	<ul style="list-style-type: none"> • What have been the main outcomes of WFP activities in Sierra Leone over the CPS period, and how have these delivered results towards zero hunger? • To what extent are donors satisfied with outcomes achieved through their contributions to CSP's expected results? • Are there key areas where WFP has failed to deliver as expected?

	<p>and consumption diversity were not fully achieved. Yet, output data for Activity 5 is high. What explains this?</p> <ul style="list-style-type: none"> • For output indicators with achievements significantly over 100%, were the initial targets underestimated, or did certain factors lead to exceptional performance? • For output indicators with low or 0% achievement, what were the primary challenges or barriers encountered? • For indicators showing a consistent trend (either positive or negative), what insights have been gathered about the factors influencing these outcomes? • How impactful were malnutrition prevention strategies during the CSP period? • How is the effectiveness of the “interpersonal social and behaviour change communication (SBCC) approaches” assessed, especially with the significant fluctuations in reach reported? • Regarding the indicator “Number of people reached through interpersonal SBCC approaches”, how was outreach quantified, particularly in years with no data? • Regarding “Quantity of fortified food provided”, why is there a significant variance in achievement in percentages between 2020 and other years? Is this due to COVID-19 and the expansion of SO1? 			
EQ2.2: To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, AAP, gender, equity and inclusion,	<ul style="list-style-type: none"> • How effectively have WFP programmes reflected the views and preferences of beneficiaries and ensured and promoted their safety, dignity and integrity? • How effectively has the CSP integrated gender-transformative approaches (e.g. changing: unequal gender relations, 	<ul style="list-style-type: none"> • In your opinion, what should WFP’s role be in promoting gender equality and women’s empowerment (GEWE)? • How effectively does WFP contribute to Government of 	<ul style="list-style-type: none"> • Where is WFP positioned to contribute to GEWE where other stakeholders are not? • How well has WFP contributed to GEWE? 	<ul style="list-style-type: none"> • Where is WFP positioned to contribute to GEWE where other stakeholders are not? • How well has WFP contributed to GEWE?

environment, climate change and other issues as relevant)?	<p>discriminatory norms/biases/stereotypes, unequal power and control of resources, gendered decision making and workload)?</p> <ul style="list-style-type: none"> • The proportion of actual female beneficiaries to actual male beneficiaries decreased steadily year-to-year. What explains this? • How effectively has the CSP considered environmental risk and mitigation? Are environmental assessments a standard part of WFP programme design? • How has WFP adapted its strategic position to consider concerns such as climate change and environmental degradation? • How are humanitarian and protection principles reflected in WFP activities? What measures are in place to maximize adherence to humanitarian and protection principles? Are there any challenges in adhering to humanitarian and protection principles? • What mechanisms are in place to consult with and report to beneficiaries? 	<p>Sierra Leone key priorities on GEWE?</p> <ul style="list-style-type: none"> • In your opinion, what should WFP's role be in working on the environment/climate? • How effectively does WFP contribute to Government of Sierra Leone key priorities on the environment/climate? 	<ul style="list-style-type: none"> • Where is WFP positioned to contribute to environment/climate where other stakeholders are not? • How well has WFP contributed in environment/climate? 	<ul style="list-style-type: none"> • Where is WFP positioned to contribute to environment/climate where other stakeholders are not? • How well has WFP contributed in environment/climate?
EQ2.3: To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?	<ul style="list-style-type: none"> • How effective have WFP's capacity building and technical assistance to the Government of Sierra Leone been? Can you give specific examples of what has worked best and what has worked less well? • To what extent are the results of WFP's capacity development efforts with the Government of Sierra Leone institutionalized and sustained? Can you give specific examples? • What are the main outcomes that were identified from capacity-strengthening (CS) activities? 	<ul style="list-style-type: none"> • What do you see as the longer-term role of WFP in Sierra Leone? • How do you suggest WFP should transition for its next five-year strategic plan to support progress towards zero hunger in Sierra Leone? • How effective has WFP been in increasing the government's capacities (centralized and decentralized levels) in developing national policies and systems? • Level of agreement around longer-term WFP role and 	<ul style="list-style-type: none"> • What do you see as the longer-term role of WFP in Sierra Leone? How do you suggest WFP should transition for its next five-year strategic plan to support progress towards zero hunger in Sierra Leone? • To what extent has WFP built the capacities of its CPs through its project (if there has been direct collaboration)? 	<ul style="list-style-type: none"> • What do you see as the longer-term role of WFP in Sierra Leone? • How do you suggest WFP should transition for its next five-year strategic plan to support progress towards zero hunger in Sierra Leone? • To what extent is CS a donor priority? If so, in what areas and how do donors define outcomes in CS?

	<ul style="list-style-type: none"> • Which of these outcomes were intended? Which were unintended? • How well did CSP indicators measure WFP's contributions to CS activities? What improvements can be made for the next CSP? • What are the key risks to sustainability of WFP activities carried out under the last CSP? How can these be mitigated? • How sustainable is WFP CS of national institutions in emergency preparedness, response, and readiness (esp. the balance of CS support for skill development versus 'hardware' and the implications on capacities and sustainability of the National Disaster Management Agency (NDMA))? 	<p>transition in Sierra Leone that can support and assure sustainable progress towards zero hunger</p> <ul style="list-style-type: none"> • What are the main outcomes that were identified from CS activities? • Which of these outcomes are intended? Which were unintended? • What are the key risks to sustainability of WFP activities carried out under the last CSP? How can these be mitigated? • How sustainable is WFP CS of national institutions in emergency preparedness, response and readiness (esp. the balance of CS support for skill development versus 'hardware' and the implications on capacities and sustainability of the NDMA)? 		
EQ2.4: How effective was WFP in its position as a lead/convening actor in key areas of humanitarian action (esp. co-chairing three pillars of national emergency response) and peacebuilding (esp. United Nations Peacebuilding Fund projects)?	<ul style="list-style-type: none"> • What is WFP's role in emergency assistance? • How effective was WFP in partnering with other United Nations agencies in jointly implemented projects? • Has WFP jointly promoted or developed funding proposals for development projects with other sister agencies in line with the United Nations' new way of working? • In each instance, what worked well? What worked less well? Why? Provide examples and identify what could have been done differently and what you would recommend moving forward. 	<ul style="list-style-type: none"> • What is WFP's role in emergency assistance? • How effective was WFP in partnering with other United Nations agencies in jointly implemented projects? • In each instance, what worked well? What worked less well? Why? Provide examples and identify what could have been done differently and what you would recommend moving forward. • Which activities under the CSP have contributed most to the humanitarian-development- 	<ul style="list-style-type: none"> • How effective was WFP in partnering with other United Nations agencies in jointly implemented projects? • To what extent was the project (if there has been direct collaboration with UNCT and CPs) well managed by WFP? • In each instance, what worked well? What worked less well? Why? Provide examples and identify what could have been done differently 	<ul style="list-style-type: none"> • How has CSP implementation contributed to the humanitarian-development-peace nexus? What is WFP's strategic positioning within the nexus? What are the comparative advantages of WFP and synergies with other partners within the nexus?

	<ul style="list-style-type: none"> Which activities under the CSP have contributed most to the humanitarian–development–peace nexus? What is WFP’s strategic positioning within the nexus? What are the comparative advantages of WFP and synergies with other partners within the nexus? 	<p>peace nexus? What is WFP’s strategic positioning within the nexus? What are the comparative advantages of WFP and synergies with other partners within the nexus?</p>	<p>and what you would recommend moving forward.</p>	
EQ2.5: To what extent was the CSP designed to align with the strategies and plans of the wider United Nations system (esp. the UNSDCF Sierra Leone 2020–2023) based on the comparative advantage of WFP within the UNCT in Sierra Leone?	<ul style="list-style-type: none"> What is WFP’s comparative advantage in Sierra Leone? Is this comparative advantage adequately reflected in the CSP? How well do WFP’s activities in Sierra Leone currently represent this comparative advantage? Are there any gaps? 	<ul style="list-style-type: none"> What is WFP’s comparative advantage relative to other United Nations agencies and other development actors? How well do WFP’s activities in Sierra Leone currently represent this comparative advantage? Are there any gaps? 	<ul style="list-style-type: none"> What is WFP’s comparative advantage relative to other United Nations agencies and other development actors? What is the level of alignment and coherence with other United Nations agencies and the UNSDCF in Sierra Leone? How well do WFP’s activities in Sierra Leone currently represent this comparative advantage? Are there any gaps? How effective was WFP in partnering with other United Nations agencies, specifically with coordination mechanisms, aimed at reinforcing collaboration, implementation and fundraising? 	<ul style="list-style-type: none"> What is WFP’s comparative advantage relative to other United Nations agencies and other development actors? What is the level of alignment and coherence with other United Nations agencies and the UNSDCF in Sierra Leone? How well do WFP’s activities in Sierra Leone currently represent this comparative advantage? Are there any gaps?
EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan	WFP	Government	UNCT/cooperating partners	Donors

outputs and strategic outcomes?				
EQ3.1: To what extent were outputs delivered within the intended timeframe?	<ul style="list-style-type: none"> • Were there any delays in delivering outputs under any SOs? • What was the extent to which output targets set within annual plans were achieved within timelines set? • What was the proportion of deviations from planned targets that were fully explained and justified by changing context? • What was the extent to which approved grants were utilized and assigned budgets fully disbursed by the CO? • Extent to which budgets committed by donors and by the Government of Sierra Leone implementation partners were made available on time? • What factors contribute to and/or impede the disbursement of funds? 	<ul style="list-style-type: none"> • Were there any delays in delivering outputs of any activities that the Government of Sierra Leone has partnered with? • How did this affect performance of activities? • To what extent were budgets committed by Government of Sierra Leone made available on time? • What factors contribute to and/or impede the disbursement of funds? 	<ul style="list-style-type: none"> • Were there any delays in delivering outputs of any activities that the UNCT/cooperating partners have partnered with? • How did this affect performance of activities? 	<ul style="list-style-type: none"> • Were there any delays in delivering outputs of any activities that key donors have funded? • How did this affect performance of activities? • To what extent were budgets committed by donors made available on time? • What factors contribute to and/or impede the disbursement of funds?
EQ3.2: To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?	<ul style="list-style-type: none"> • Is the coverage and targeting of WFP activities appropriate? • Were the most vulnerable targeted, and was targeting and coverage adjusted based on new context and updated assessment? • Are there any groups that have been left out? • What factors contributed to and/or impeded delivery to the most vulnerable women, girls, men and boys? • What explains the steady increase in beneficiary numbers over the course of the CSP? • Analysis of beneficiary data indicates that there was a noticeable trend of fluctuation in the actual beneficiary numbers 	<ul style="list-style-type: none"> • Is the coverage and targeting of WFP activities appropriate? • Were the most vulnerable targeted, and was targeting and coverage adjusted based on new context and updated assessment? • Are there any groups that have been left out? 		

	<p>compared to the planned estimates. What explains this?</p> <ul style="list-style-type: none"> Beneficiary figures from year to year – aggregated male and female – show steady increases in both planned and actual beneficiaries between 2020 and 2022, but then a decrease in both categories as of 2023. What explains this? 			
EQ3.3: To what extent were WFP's activities cost-efficient in delivery of its assistance?	<ul style="list-style-type: none"> Were the programming modalities used for the CSP the most cost-efficient? Where are there efficiencies/inefficiencies? Were there any efficiencies gained from CO operational practices and efforts (esp. as this related to support functions like supply chain (efforts to remove redundancies)? How is cost efficiency and cost effectiveness of CSP activities analysed, monitored and reported? In those cases where inefficiencies were identified, were attempts made to improve efficiency? What measures are in place (if any) to reduce the impact of delays and/or resolve disbursement bottlenecks in the delivery of assistance? What cost-saving measures are in place and how effective have these been in practice? What factors (e.g. cost drivers) impact the cost of activities? What measures have been taken to adhere to WFP procurement principles and procedures? Have there been any commodity or economic losses? What measures are in place to reduce or recover losses? 	<ul style="list-style-type: none"> To what extent was WFP cost-efficient in delivery of its assistance relative to other actors? Where are there efficiencies/inefficiencies? How is cost efficiency and cost effectiveness of CSP activities analysed, monitored and reported? 	<ul style="list-style-type: none"> To what extent was WFP cost-efficient in delivery of its assistance relative to other actors? Where are there efficiencies/inefficiencies? 	<ul style="list-style-type: none"> To what extent was WFP cost-efficient in delivery of its assistance relative to other actors? Where are there efficiencies/inefficiencies? How is cost efficiency and cost effectiveness of CSP activities analysed, monitored and reported?
EQ3.4: To what extent were alternative, more cost-	<ul style="list-style-type: none"> Are there other modalities that could have provided better value for money? What is the evidence for this? 	<ul style="list-style-type: none"> How cost-effective are WFP's programming models relative to 	<ul style="list-style-type: none"> How cost-effective are WFP's programming models relative to other 	<ul style="list-style-type: none"> How cost-effective are WFP's programming models relative to other

effective measures considered?	<ul style="list-style-type: none"> Where could there have been savings made in efficiencies? 	<p>other United Nations agencies and other development actors?</p> <ul style="list-style-type: none"> Where do other stakeholders have an advantage in undertaking programming for better value for money? Are there other modalities that could have provided better value for money? What is the evidence for this? Where could there have been savings made in efficiencies? 	<p>United Nations agencies and other development actors?</p> <ul style="list-style-type: none"> Where do other stakeholders have an advantage in undertaking programming for better value for money? Are there other modalities that could have provided better value for money? What is the evidence for this? Where could there have been savings made in efficiencies? 	<p>United Nations agencies and other development actors?</p> <ul style="list-style-type: none"> Where do other stakeholders have an advantage in undertaking programming for better value for money? Are there other modalities that could have provided better value for money? What is the evidence for this? Where could there have been savings made in efficiencies?
EQ4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	WFP	Government	UNCT/cooperating partners	Donors
EQ4.1: To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP?	<ul style="list-style-type: none"> How timely, flexible and/or sufficient is donor funding to implement planned interventions of the CSP? What factors affect donor diversity and predictability in donor funding? How was resource mobilization affected by shifts from treatment to prevention of malnutrition under S03? Specifically, why has malnutrition prevention support received the smallest resource allocation (8%)? While the CSP intent was to decrease resources to crisis response over time, these increased to the largest portion of the budget. Why is this? 		<ul style="list-style-type: none"> Has WFP jointly promoted or developed funding proposals for development projects with other sister agencies in line with the United Nations new way of working? 	<ul style="list-style-type: none"> How well aligned are the activity areas under the CSP with donor priorities? Are these likely to continue to be donor priorities in the next five years? If not, where/why are priorities shifting? In particular, how much of a priority is the prevention of malnutrition (please explain)?

	<ul style="list-style-type: none"> Given that SO5 and SO6 make up the smallest proportion of allocated resources, is the level of funding for CS activities sufficient? 			<ul style="list-style-type: none"> To what extent is CS a donor priority?
EQ4.2: To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?	<ul style="list-style-type: none"> What is the basis by which CSP targets were set? Was there any systematic or evidence-based approach for setting them? How pragmatic were they? In particular, how well do indicators capture CS activities? What factors contribute to and/or impede effective monitoring and reporting of progress against outputs and outcomes of the CSP? How is M&E evidence used to inform strategic and operational decision making? What mechanisms are in place by WFP CO to monitor and mitigate risks, and minimize disruptions and delays? How is cost efficiency and cost effectiveness of CSP activities analysed, monitored and reported? How has this information on costs informed decision making of CSP implementation? Activity 4 is characterized by several data gaps and missing elements. What were the challenges associated with monitoring and reporting of nutrition activities? To what extent are the number of policies enacted and user satisfaction appropriate measures of performance under Activities 6 and 7? How can indicators under this activity be improved? Were there any indicators for which collecting reliable data proved particularly challenging, and how was this addressed? For example, "Number of women, men, boys, and girls receiving food/cash-based 	<ul style="list-style-type: none"> In your opinion, has target-setting for WFP programming been realistic? Have any adjustments in the timeframe been justified? Has the Government of Sierra Leone participated in monitoring and reporting activities? Are there areas where WFP has built Government of Sierra Leone capacities in this regard so that the Government of Sierra Leone can take a larger role in monitoring and reporting? Has delivery, assessments, targeting, monitoring and reporting been timely? 		<ul style="list-style-type: none"> In your opinion, has target-setting for WFP programming been realistic? Have any adjustments in the timeframe been justified? Has delivery, assessments, targeting, monitoring and reporting been timely?

	<p>transfers". Why is it discontinued after reporting 0% in previous years?</p> <ul style="list-style-type: none"> What explains the absence of data for certain indicators in specific years (e.g. "indicator not included" or "No data")? 			
EQ4.3: How did the partnerships and collaborations with other actors influence performance and results?	<ul style="list-style-type: none"> How have key partnerships with UNCT, CPs and other stakeholders contributed to the performance of the CSP? What implications does the Government of Sierra Leone's role as the second-largest contributor to WFP have for WFP operations? 	<ul style="list-style-type: none"> How have key partnerships with the Government of Sierra Leone contributed to the performance of the CSP? What implications does the Government of Sierra Leone's role as the second-largest contributor to WFP have for WFP operations? 	<ul style="list-style-type: none"> How have key partnerships with UNCT, cooperating partners and other stakeholders contributed to the performance of the CSP? Have partnerships and collaborations with other actors been used to create programmatic synergies? How effectively has WFP used its convening power to mobilize the partnerships and collaborations with other actors to influence performance and results? 	<ul style="list-style-type: none"> Is funding joint programming that seeks to promote partnerships and cooperation (e.g. joint programming) a donor priority (please explain)? Have partnerships and collaborations with other actors been used to create programmatic synergies? How effectively has WFP used its convening power to mobilize the partnerships and collaborations with other actors to influence performance and results?
EQ4.4: To what extent did the CO have appropriate human resources capacity to deliver on the CSP?	<ul style="list-style-type: none"> Have human resources sufficient to deliver CSP interventions? Have they been efficiently allocated to deliver planned interventions? Has turnover of staff and senior management affected the success of the CSP? How are knowledge, capacities and tools transferred to staff? Was there adequate leadership and commitment at CO to the CSP design and implementation? Does WFP have the right internal systems (e.g., supply chain, procurement, etc.) in 			

	place to effectively and efficiently support programming?			
EQ4.5: 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?	<ul style="list-style-type: none"> • To what extent were key external and internal assumptions accounted for when operationalizing the CSP Theory of Change (ToC)? • What are the key factors that explain WFP performance over the period of the CSP? • Despite increases in access to food rice (e.g. yields through ACL support), many beneficiaries generally saw no improvement in food security. What factors impeded progress towards outcomes, and how is this accounted for (or not) within the CSP ToC? • What strategic shifts has WFP undertaken to account for these? • What factors have accelerated or impeded progress towards nutritional outcomes, especially as this relates to social and behaviour change communication activities? 			

Source: Evaluation team.

FGD guide

Hello,

Hello, my name is _____ and I am part of the independent evaluation team carrying out the Evaluation of Sierra Leone WFP CSP 2020–2025. This evaluation was commissioned by the WFP OEV based in the WFP HQ in Rome. The evaluation aims to provide information on WFP activities related to its CSP in Sierra Leone. The purpose of this discussion is to get your views about the implementation and the results of those activities.

The discussion will last about one hour. Your name will be kept strictly confidential and will not be shown to other persons. Your answers will be kept strictly confidential and will not be shown to other persons and we will not link your name to any answers. We cannot provide you with any direct benefits for your household, or promise any specific development for your community. We can give you some refreshments for your participation today.

We are gathering data to better understand the situation in your community and in this district. We will make sure that what you tell us today will be communicated to WFP and its partners so that they can try to help communities such as this one.

We would appreciate your participation. Do you have any questions about any of the things that I just mentioned?

Participation in this focus group is completely voluntary. If I ask any question that you do not want to answer, let me know and you will not have to answer. You can end your participation in the focus group at any time.

However, I hope you will participate since your views are very important to understanding how we can improve the lives of young children in this community and others like it.

Did the respondents give consent?

- Facilitator should introduce themselves and the notetaker, and explain why they are taking notes and what is being noted.
- Participants should introduce themselves.
- Conduct an ice breaker.

Have participants set ground rules – for example:

- One person speaks at a time
- Raise hand to be recognized
- Let everybody speak
- Respect others' opinions
- Turn off phones
- No talking to person beside you
- One person speaks at a time

Focus group questions:

1. Have any of WFP activities contributed to positive changes for you, your household or your community in any way? If so, how? (Probe, if necessary: from potential individual or household outcomes to economic, resilience, nutrition, inclusion and others.)
2. For each WFP activity described above, which were the most impactful and why?
3. For each activity described above, please indicate if there are any groups that benefited more than others. How did the outcomes vary? (Probe, if necessary: income, gender, age, disability, etc.)
4. Are there any important food security and nutrition challenges in this community that still remain unaddressed?
5. Were there any challenges or gaps in WFP support that negatively impacted the community? (Probe, if necessary: challenges related to communication/feedback related to activities,

inclusiveness and timeliness/completeness of delivery, treatment of beneficiaries, allocation of resources, conflict over project benefits, etc.)

6. Did WFP take any steps to reduce negative impacts? If so, what was done?
7. From all the positive changes discussed above, which ones do you think will continue if WFP was to stop its activities (and why)? Which ones will not continue if WFP was to stop its activities (and why?)
8. Based on what we have discussed, do you have anything to add that has not been covered or needs to be explained further?

Beneficiary survey

Hello,

My name is _____, and I am part of a team evaluating Sierra Leone WFP programmes. We are interested in all WFP programmes from 2020 to now (from the time of COVID-19 to now). This evaluation was commissioned by the WFP Office of Evaluation based in the WFP HQ in Rome. The evaluation aims to provide information on WFP activities related to its CSP in Sierra Leone. The purpose of this survey is to speak to people who have participated in WFP activities to ask their views about the implementation and the results of those activities.

The survey information will help WFP and the government plan health and nutrition services. The survey usually takes between 30 and 40 minutes to complete. Your answers will be kept confidential and will not be shown to persons other than the survey team members and we will not link your name to any answers.

We cannot provide you with any direct benefits for your household or promise any specific support for your community. We will ensure that what you tell us today will be communicated to WFP and its partners so they can try to improve their programmes and help other communities.

You don't have to be in the survey, but we hope that you will agree to be in the survey because your views are important. If I ask you any question and you don't want to answer, just let me know, and I will go on to the next question, or you can stop the interview at any time.

Do you have any questions?

(After answering any questions). May I begin now? (Get consent).

- Yes (Skip to Q 1)
- No (Comments Q 6)

Identifier Information

1. Questionnaire ID
 - a. Enter questionnaire ID
2. Please select district
 - a. Kambia
 - b. Pujehun
3. Community name
 - a. Enter community name

Respondent information

4. Age of respondent
 - a. Enter age of respondent
5. Number of household members
 - a. Male infants 0–23 months
 - b. Female infants 0–23 months

- c. Male children 24–59 months
 - d. Female children 24–59 months
 - e. Male children 5–11 years
 - f. Female children 5–11 years
 - g. Male children 12–17 years
 - h. Female children 12–17 years
 - i. Male members 18–59 years
 - j. Female members 18–59 years
 - k. Male members 60 years and above
 - l. Female members 60 years and above
6. How many people with disabilities are there in the household?
- a. Enter number
7. Sex of the head of your household?
- a. Male
 - b. Female
8. Respondent's relationship to the head of household
- a. Wife
 - b. Mother
 - c. Mother-in-law
 - d. Other (specify)

WFP nutrition activities

9. Now I'm going to ask you about some WFP activities between 2020 and 2024. I will read from a list activities and please tell me which ones you are aware of. (For each activity the respondent mentioned, confirm respondents understanding by getting description of that activity.)
- a. Specialized nutritious foods (SNFs, or Super Cereal, Super Cereal Plus, cornflour, blended, etc.) for malnourished pregnant and breastfeeding women and children (2020 to 2021)
 - b. Locally produced complementary foods (including 'Nyam Nyam Pap') for young children from mother support group (MSG) processing sites (2020 to present)
 - c. Food/cooking demonstration from MSGs
 - d. Nutrition information/counselling from MSGs
 - e. Nutritional assessment at primary health unit/active screening by MSGs/community health workers
 - f. Don't know / refuse to answer

10. Have you or a member of your household benefited from SNFs (or Super Cereal and Super Cereal Plus) for malnourished pregnant and breastfeeding women and children (2020 to 2021)?

- a. Yes
- b. No
- c. Don't know / refuse to answer

11. Do you think that SNFs (or Super Cereal and Super Cereal Plus) for malnourished pregnant and breastfeeding women and children (2020 to 2021) went to the people who needed them the most?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

12. Do you agree that there were fewer malnourished children in your community because of the SNFs (or Super Cereal and Super Cereal Plus) for malnourished pregnant and breastfeeding women and children (2020 to 2021)?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

13. In your opinion, did SNFs (or Super Cereal and Super Cereal Plus) for malnourished pregnant and breastfeeding women and children (2020 to 2021) make any changes in your life or the lives of people in your household?

- a. Yes
- b. No
- c. Don't know / refuse to answer

14. If yes, what were the changes? (Select all that apply)

- a. More knowledge about nutritious food/meals
- b. Introduced complementary foods at 6 months
- c. No rice water before 6 months
- d. Exclusively breastfeed until 6 months
- e. Prepare and/or purchase more nutritious complementary foods for children after 6 months

- f. Pregnant women eat the more nutritious meals/food
- g. Children eat more nutritious meals/food
- h. Children eat more frequent meals
- i. Hands are washed before eating and food preparation;
- j. Adolescent girls eat more nutritious foods
- k. Adolescent boys eat more nutritious foods
- l. Men understand and support better infant and child feeding practices
- m. Men understand and better support health-seeking practices for pregnant and breastfeeding women
- n. Men understand and better support health-seeking practices for children under 5
- o. Other (specify)
- p. Don't know / refuse to answer

15. Have you or a member of your household benefited from local/homemade produced complementary foods (including 'Nyam Nyam Pap') for young children from MSGs (2020 to present)?

- a. Yes
- b. No
- c. Don't know / refuse to answer

16. Do you think that local/homemade produced complementary foods (including 'Nyam Nyam Pap') for young children from MSGs (2020 to present) are accessed by the people who need it the most?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

17. Do you agree that there are fewer malnourished children in your community because of the local/homemade produced complementary foods (including 'Nyam Nyam Pap') for young children from MSGs (2020 to present)?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

18. In your opinion, did local/homemade produced complementary foods (including 'Nyam Nyam Pap') for young children from MSGs (2020 to present) make any changes in your life or the lives of people in your household?

- a. Yes
- b. No
- c. Don't know / refuse to answer

19. If yes, what were the changes? (Select all that apply)

- a. More knowledge about nutritious food/meals
- b. Introduced complementary foods at 6 months
- c. No rice water before 6 months
- d. Exclusively breastfeed until 6 months
- e. Prepare and/or purchase more nutritious complementary foods for children after 6 months
- f. Pregnant women eat the more nutritious meals/food
- g. Children eat more nutritious meals/food
- h. Children eat more frequent meals
- i. Hands are washed before eating and food preparation
- j. Adolescent girls eat more nutritious foods
- k. Adolescent boys eat more nutritious foods
- l. Men understand and support better infant and child feeding practices
- m. Men understand and better support health-seeking practices for pregnant and breastfeeding women
- n. Men understand and better support health-seeking practices for children under 5
- o. Other (specify)
- p. Don't know / refuse to answer

20. Have you or a member of your household benefited from food/cooking demonstrations from MSGs?

- a. Yes
- b. No
- c. Don't know / refuse to answer

21. Do you think that food/cooking demonstrations from MSGs in this area go to the people who need it the most?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree

- f. Don't know / refuse to answer
22. In your opinion, do food/cooking demonstrations from MSGs help your community to have fewer malnourished children?
- a. Strongly agree
 - b. Somewhat agree
 - c. No opinion
 - d. Somewhat disagree
 - e. Strongly disagree
 - f. Don't know / refuse to answer
23. In the last three months, on how many occasions did you or a member of your household participate in a food/cooking demonstration from MSGs?
- a. Enter number received
24. What were the topics covered in the food/cooking demonstration from MSGs?
- a. Recipes for local nutritious food for Pregnant and Breastfeeding Women (PBW) and children under two
 - b. Exclusive breastfeeding for children under 6 months
 - c. Nutritionally adequate and safe complementary foods for children 6–23 months
 - d. How men can support maternal and childcare practices
 - e. Other (specify)
 - f. Don't know / refuse to answer
25. In your opinion, did food/cooking demonstrations from MSGs make any changes in your life or the lives of people in your household?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
26. If yes, what were the changes? (Select all that apply)
- a. More knowledge about nutritious food/meals
 - b. Introduced complementary foods at 6 months
 - c. No rice water before 6 months
 - d. Exclusively breastfeed until 6 months
 - e. Prepare and/or purchase more nutritious complementary foods for children after 6 months
 - f. Pregnant women eat the more nutritious meals/food

- g. Children eat more nutritious meals/food
- h. Children eat more frequent meals
- i. Hands are washed before eating and food preparation
- j. Adolescent girls eat more nutritious foods
- k. Adolescent boys eat more nutritious foods
- l. Men understand and support better infant and child feeding practices
- m. Men understand and better support health-seeking practices for pregnant and breastfeeding women
- n. Men understand and better support health-seeking practices for children under 5
- o. Other (specify)
- p. Don't know / refuse to answer

27. Have you or a member of your household benefited from nutrition information/counselling from MSGs?

- a. Yes
- b. No
- c. Don't know / refuse to answer

28. Do you think that nutrition information/counselling from MSGs in this area goes to the people who need it the most?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

29. In your opinion, does nutrition information/counselling from MSGs help your community to have fewer malnourished children?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

30. In the last three months, on how many occasions did you or a member of your household participate in nutrition information/counselling from MSGs?

- a. Enter number received
31. What were the topics covered in the nutrition information/counselling from MSGs?
- a. Recipes for local nutritious food for PWL and children under 2
 - b. Exclusive breastfeeding for children under 6 months
 - c. Nutritionally adequate and safe complementary foods for children 6–23 months
 - d. How men can support maternal and childcare practices
 - e. Other (specify)
 - f. Don't know / refuse to answer
32. In your opinion, did nutrition information/counselling from MSGs make any changes in your life or the lives of people in your household?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
33. If yes, what were the changes? (Select all that apply)
- a. More knowledge about nutritious food/meals
 - b. Introduced complementary foods at 6 months
 - c. No rice water before 6 months
 - d. Exclusively breastfeed until 6 months
 - e. Prepare and/or purchase more nutritious complementary foods for children after 6 months
 - f. Pregnant women eat the more nutritious meals/food
 - g. Children eat more nutritious meals/food
 - h. Children eat more frequent meals
 - i. Hands are washed before eating and food preparation
 - j. Adolescent girls eat more nutritious foods
 - k. Adolescent boys eat more nutritious foods
 - l. Men understand and support better infant and child feeding practices
 - m. Men understand and better support health-seeking practices for pregnant and breastfeeding women
 - n. Men understand and better support health-seeking practices for children under 5
 - o. Other (specify)
 - p. Don't know / refuse to answer
34. Have you or a member of your household benefited from Nutritional assessment at PHU / active screening by MSGs / community health workers?

- a. Yes
- b. No
- c. Don't know / refuse to answer

35. Do you think that nutritional assessment at PHU / active screening by MSGs/community health workers went to the people who needed them the most?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

36. Do you agree that there were fewer malnourished children in your community because of the nutritional assessment at PHU / active screening by MSGs / community health workers?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

37. In your opinion, did nutritional assessment at PHU / active screening by MSGs / community health workers make any changes in your life or the lives of people in your household?

- a. Yes
- b. No
- c. Don't know / refuse to answer

38. If yes, what were the changes? (Select all that apply)

- a. More knowledge about nutritious food/meals
- b. Introduced complementary foods at 6 months
- c. No rice water before 6 months
- d. Exclusively breastfeed until 6 months
- e. Prepare and/or purchase more nutritious complementary foods for children after 6 months
- f. Pregnant women eat the more nutritious meals/food
- g. Children eat more nutritious meals/food
- h. Children eat more frequent meals

- i. Hands are washed before eating and food preparation
- j. Adolescent girls eat more nutritious foods
- k. Adolescent boys eat more nutritious foods
- l. Men understand and support better infant and child feeding practices
- m. Men understand and better support health-seeking practices for pregnant and breastfeeding women
- n. Men understand and better support health-seeking practices for children under 5
- o. Other (specify)
- p. Don't know / refuse to answer

Household nutrition and health of women and children decision making

39. In this household, who mostly makes decisions about what and when children eat?
- a. Child's father (or male caretaker)
 - b. Child's mother (or female caretaker)
 - c. Child's father's mother
 - d. Child's mother's mother
 - e. Other (specify)
 - f. Don't know / refuse to answer
40. In this household, who mostly makes decisions about when you go to the hospital or health centre/clinic for antenatal care (ANC)?
- a. Mostly husband
 - b. Mostly wife
 - c. Both husband and wife equally
 - d. Mostly husband's mother
 - e. Mostly wife's mother
 - f. Other (specify)
 - g. Don't know / refuse to answer
41. During your most recent pregnancy, did your husband accompany you to ANC visits?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
42. If yes, please note the number of times your husband accompanied you to ANC visits
- a. Enter number of visit your husband accompanied you
43. In this household, who mostly makes decisions about when children in the household go to the

hospital or health centre/clinic for immunizations and growth monitoring?

- a. Child's father (or male caretaker)
- b. Child's mother (or female caretaker)
- c. Child's father's mother
- d. Child's mother's mother
- e. Other (specify)
- f. Don't know / refuse to answer

44. In your opinion, have the activities of WFP and its partners (those that were listed at the beginning of this survey) helped men in this community understand and better support health-seeking practices for pregnant and breastfeeding women?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

45. In your opinion, have the activities of WFP and its partners (those that were listed at the beginning of this survey) helped men in this community understand and better support health-seeking practices for children under 5?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree
- f. Don't know / refuse to answer

Child nutrition questions

46. Does your household have a child 0–23 months (under 2 years)?

- a. Yes
- b. No
- c. Don't know / refuse to answer

47. How old is the child (if more than one child 0–23 months, ask this and the following questions about the oldest child)

- a. Enter age

48. (For children aged 0–23 months) Has [name] ever been breastfed?
- Yes
 - No
 - Don't know / refuse to answer
49. Yesterday, from morning and during the night, was [name] breastfed?
- Yes
 - No
 - Don't know / refuse to answer
50. Yesterday, during the day or night, did [name] drink anything from a bottle with a nipple?
- Yes
 - No
 - Don't know / refuse to answer
51. Yesterday, from morning and during the night, was [name] given any other liquids? (Select all that apply)
- Plain water
 - Rice water
 - Milk (such as fresh milk, tinned or powdered milk)
 - Infant formula (such as Nan, SMA, Lactogen, Guigoz)
 - Juice or sweet drinks
 - Soda pop
 - Broth
 - Other (specify)
 - Don't know / refuse to answer
52. Now, I would like to ask about everything that (name) ate from morning to night and during the night – whether at home or somewhere else. The enumerators will start by probing: 'When child woke up, what was the first food given to (name)?' 'Please tell me everything (name) ate at that time' Then the enumerator will probe: 'Anything else?' 'What did (name) do after that?' 'Did (he/she) eat anything at the time?' The enumerator will repeat this string of questions, recording in the food groups, until the respondent tells you that the child went to sleep until the next morning.

Answers will be recorded using the food groups below.

Food type	Food type mentioned
<i>Any baby food such as Cerelac, Benemix, Frisocream, Milcolac, corn milk, etc.?</i>	Yes/No
<i>Foods made from grains, roots and tubers (such as bread, rice, porridge, noodles, white potatoes, white yams, cassava, biscuits)?</i>	Yes/No

<i>Orange-flesh foods (such as orange sweet potato, pumpkins, papaya, mangos, carrots, squash)</i>	Yes/No
<i>Dark green leafy vegetable (such as cassava leaves, potato leaves, krain krain)</i>	Yes/No
<i>Other fruits & vegetables (such as bananas, pineapples, okra)</i>	Yes/No
<i>Meats (such as chicken, beef, pork, lamb, liver, bush meat)</i>	Yes/No
<i>Fish or shellfish, either fresh or dried</i>	Yes/No
<i>Eggs</i>	Yes/No
<i>Any foods made from beans, peas, lentils, any nuts such as ground nuts</i>	Yes/No
<i>Sweets</i>	Yes/No
<i>Cow milk or dry powdered milk packets</i>	Yes/No
<i>Other foods that don't fit into above categories (specify)</i>	Yes/No
<i>Other foods that don't fit into above categories (specify)</i>	Yes/No
<i>Other foods that don't fit into above categories (specify)</i>	Yes/No
<i>Other foods that don't fit into above categories (specify)</i>	Yes/No

53. Looking at all the food [name] ate during the day or night yesterday, how many times did [name] eat solids, semi-solids or soft food?

- a. Enter number of times [name] ate solids, semi-solids or soft food

Links to agricultural and school feeding

54. Has WFP ever provided you (or anybody in your household) with agricultural support?

- a. Yes
- b. No
- c. Don't know / refuse to answer

55. If yes, what kind of support did WFP provide?

- a. Support of inland valley swamp farming
- b. Support for home gardens
- c. Other (specify)
- d. Don't know / refuse to answer

56. In your opinion, do you believe that the agricultural support provided by WFP has had an effect on reducing the risk of malnutrition among children in your household?

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree

- f. Don't know / refuse to answer
57. Does this household have a child attending primary school?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
58. Is that child provided with a free meal most days at his/her primary school?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
59. Do you agree that receiving a free meal most days at his/her primary school keeps your child attending school regularly?
- a. Strongly agree
 - b. Somewhat agree
 - c. No opinion
 - d. Somewhat disagree
 - e. Strongly disagree
 - f. Don't know / refuse to answer
60. Would you have enough food to feed your child nutritious meals, if your child did not receive a free meal at school?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
61. Does WFP support the provision of school meals at that primary school?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
62. Has this household ever sold any agricultural products to the child's primary school?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer

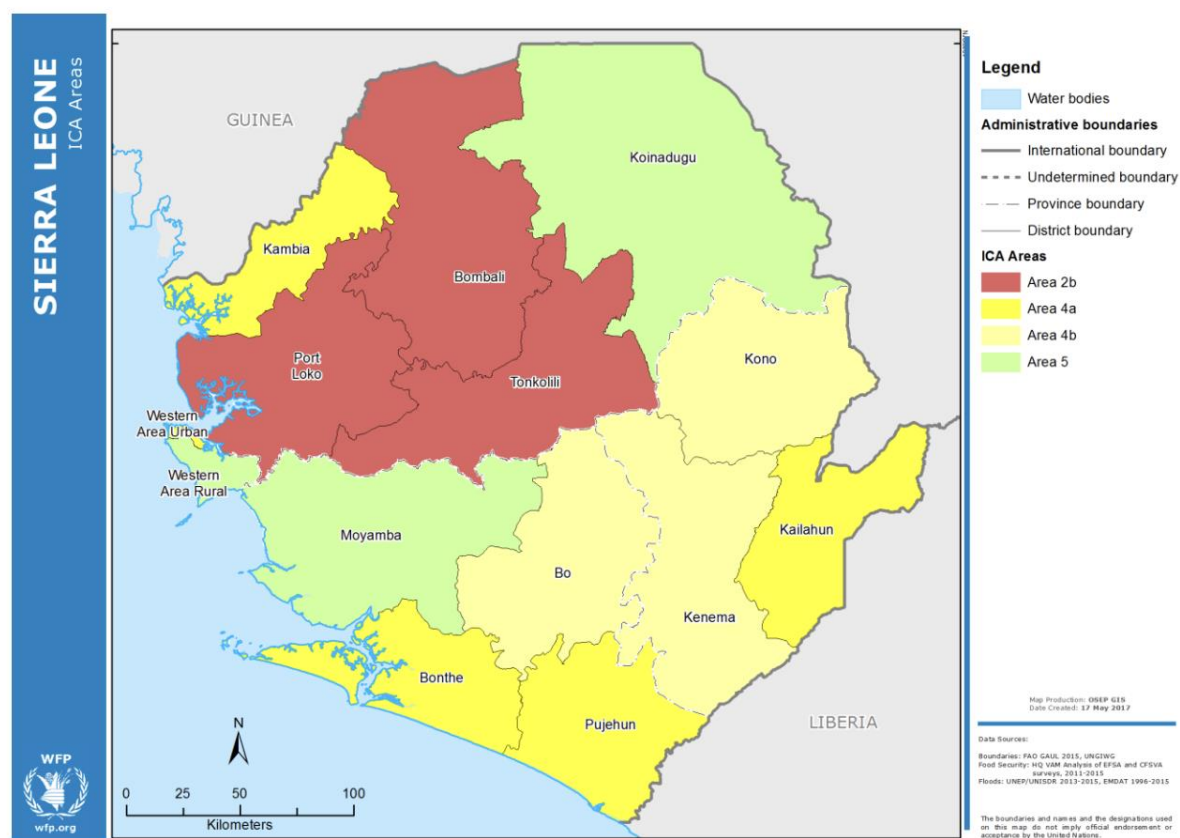
63. What agricultural products has this household sold to the child's primary school?
- a. Rice
 - b. Vegetables
 - c. Tubers
 - d. Fish
 - e. Meat from livestock
 - f. Other (specify)
 - g. Don't know / refuse to answer
64. Has this household ever provided for free any agricultural products to the child's primary school?
- a. Yes
 - b. No
 - c. Don't know / refuse to answer
65. What agricultural products has this household provided for free to the child's primary school?
- a. Rice
 - b. Vegetables
 - c. Tubers
 - d. Fish
 - e. Meat from livestock
 - f. Other (specify)
 - g. Don't know / refuse to answer
66. Take GPS coordinates.
67. Insert any comments about the survey or any of the questions (if applicable).

Annex V. Additional material for country strategic plan activities

Integrated context mapping that informed the country strategic plan

Figure A2 is an Integrated Context Analysis areas map that shows food security and natural shock risk for each district (based on the three-point scale values, as calculated in Table A5).

Figure A2: Integrated Context Analysis areas map



Source: ICA Sierra Leone, July 2017.

As mentioned, the Integrated Context Analysis areas map is created by combining for each district the three-point scale values for food security and natural shock risk. The high/medium/low values are cross-tabbed, producing the nine area types shown in Table A5.

Table A5: Integrated context analysis values

Exposure to Natural Shocks	Recurrence of Food Insecurity above Threshold		
	LOW	MEDIUM	HIGH
LOW	Area 5	Area 3B	Area 3A
MEDIUM	Area 4 B	Area 2 B	Area 1 B
HIGH	Area 4 A	Area 2 A	Area 1 A

Source: ICA Sierra Leone, July 2017.

Overview of strategic outcomes, focus and activities

Table A6 provides an overview of the country strategic plan (CSP).

Table A6: Sierra Leone CSP (2020–2025) overview (SOs, focus and activities)

Strategic results	Strategic outcomes	Activities	Modalities
<i>SR 1: Everyone has access to food (SDG 2.1)</i>	SO1: Crisis-affected populations in Sierra Leone are able to meet their basic food and nutrition requirements during and in the aftermath of crises.	Activity 1: Provide food and nutrition assistance to crisis-affected households and support their recovery needs (activity category 1; modalities: food and/or CBT).	Food, cash-based transfers (CBTs)
<i>SR 1: Everyone has access to food (SDG 2.1)</i>	SO2: Primary school children in targeted areas have access to adequate and nutritious food throughout the year.	Activity 2: Provide nutritious SF to primary school children and support the implementation of an integrated SF programme.	Food, CBTs, capacity strengthening (CS)
<i>SR 2: End all forms of malnutrition (SDG 2.2)</i>	SO3: Nutritionally vulnerable populations in targeted districts – including children, pregnant and breastfeeding women (PBW) and girls and adolescents – have improved nutritional status by 2025, in line with national targets.	Activity 4: Provide comprehensive malnutrition prevention support, including complementary food and nutrition messaging, while strengthening the capacity of primary health units and staff in the area of health and nutrition.	Food, CBTs, CS
<i>SR 3: Smallholder productivity and incomes (SDG 2.3)</i>	SO4: Smallholder farmers (SHFs) and communities in targeted areas have resilient livelihoods that better meet their food security and nutrition needs by 2030.	Activity 5: Provide integrated resilience-building support to SHFs, including farmers' organizations and women's groups.	Food, CBTs, CS
<i>SR 5: Capacity building (SDG 17.9)</i>	SO5: National and subnational institutions have strengthened capacities to manage food security and nutrition programmes by 2024.	Activity 6: Provide support to strengthen government capacity in food security and nutrition – including in disaster management and response, school feeding and nutrition.	CS
<i>SR 8: Enhance global partnerships (SDG 17.16)</i>	SO6: Humanitarian and development partners have access to common services throughout the year.	Activity 7: Provide supply chain and information and communication technology services to humanitarian and development partners	Service delivery

Source: BRs 01–04 and CSP realignment 2022.

Outline of sudden-onset assistance provided by the World Food Programme in Sierra Leone

22. During the CSP period, assistance provided as part of the sudden-onset crisis response included:
- In 2020, support with one-month in-kind food assistance for households affected by seasonal flooding in Kailahun, Kenema and Western Area urban districts and households affected by fire and storm disasters in Kailahun, and Western Area urban districts.
 - In 2021, one-month food assistance through CBT to a total of 1,482 families (7,410 individuals) affected by Susan's Bay fire in central Freetown.
 - In 2021 and 2022, one round of CBT each year to 225 vulnerable persons living with HIV.
 - In 2022, CBT to 1,400 households displaced by floods and mudslides around Freetown.
 - In 2023, CBT to victims of the fire disaster in Funkia, Goderich community, which injured 16 people and displaced another 938.

Home-grown school feeding in Sierra Leone

23. As part of a pilot project that started in 2022, WFP implemented nutrition-sensitive home-grown school feeding (HGSF) in 17 schools, seven months after Sierra Leone adopted the National School Feeding Policy in 2021. The pilot was designed to inform the GoSL's aspiration to scale up a SF model that stimulates local agriculture. It used a decentralized, scalable, tailor-made model that fully aligns with the policy and is designed to reinforce the Government of Sierra Leone's achievements under its flagship Free Quality School Education (FQSE) programme. In 2023, WFP also scaled up the coverage of HGSF schools from 55 to 97 schools, and again in January 2024 to 210 schools, increasing this number again to 338 schools by April 2024.

Overview of programming shifts related to SO3 during the country strategic plan period

24. SO3 focused on addressing the underlying causes of malnutrition among vulnerable populations. The focus and activities of SO3 changed substantively each year, largely due to changes in funding, but also in response to changes in context (e.g. increased malnutrition rates due to COVID-19 and other global factors).

25. In 2020, the SO3 focused on two districts¹ with high levels of stunting,² and included blanket distribution of specialized nutritious foods (SNFs) for children aged 6–23 months and PBW and adolescent girls, strengthening capacity of healthcare workers in primary health units (PHUs), and social and behaviour change communication (SBCC) on Maternal, Infant, and Young Child Nutrition and Health (MIYCNH) through mother support groups (MSGs) and CHWs. Additional nutrition activities under SO1, providing treatment of MAM with SNF and SBCC in 15 districts, also contributed to SO3 outcomes.

26. Funding constraints in 2021³ drastically altered the stunting prevention programme (SPP), and activities shifted to CS of health workers and MSGs and SBCC on MIYCNH in two districts.⁴ Increasing nutrition-sensitive activities in SO4 and SO5 was a means adopted to work around budget limitations for direct nutrition interventions in SO3.

27. A third major shift in nutrition activities during this CSP occurred in 2022, when WFP invested in establishing three local production facilities for producing complementary food, based on resources available (77 percent against needs-based plan (NBP)).⁵ The districts of Moyamba, Pujehun and Kambia were targeted for the production units, based on high levels of malnutrition and food insecurity.⁶ CS continued through targeting 150 MSGs on topics such as MIYCNH (e.g. using food demonstrations and home visits using the national IYCF counselling card), and screening for MAM and severe acute malnutrition (SAM) (using mid-upper arm circumference (MUAC)).

28. In 2023, 66 percent of the NBP was resourced, and WFP continued with supporting activities of 2022, including MSGs in SBCC and establishing local complementary food (LCF) production units. Support continued in establishing the three LCF processing centres and expanded to an additional centre in Pujehun.⁷ Table A7 provides an overview of output and outcome indicators under SO4.

¹ ACR 2020.

² Statistics Sierra Leone (Stats SL) and ICF (2020). *Sierra Leone Demographic and Health Survey 2019*. Freetown, Sierra Leone, and Rockville, Maryland, USA: Stats SL and ICF.

³ SO3 was only 35 percent funded.

⁴ ACR 2021.

⁵ ACR 2022.

⁶ Ibid.

⁷ ACR 2023.

Table A7: SO3 output and outcome indicators, planned and actual, 2020–2024

Activity 4	Baseline	2020 ⁸		2021 ⁹		2022 ¹⁰		2023 ¹¹		2024 ¹²
Output indicators		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
2020–2024 stunting prevention programme (SPP) – Kambia and Pujehun (2021 – added Moyamba)										
<i>Food transfer Beneficiaries (total number)</i>		34,352	19,166	34,352	0	4,183	101			
<i>Children (F/M) (number)</i>		10,392/ 9,594	4,692/ 4,330	10,392/ 9,594	0	2,400	0			
<i>PBW (F) and adolescent girls (number)</i>		14,366	10,144	14,366	0	4,183	101			
<i>CSB¹³ (mt)</i>		1,237	391	1,237	0	618	0	618	0	
<i>LNS¹⁴ (mt)</i>		0	15	0	0					
<i>RUSF¹⁵ (mt)</i>		0	3	0	0					
2022/23 LCF production units – Kambia, Pujehun and Moyamba										
<i>Units set up and producing LCF (number)</i>						3	0	4	3	
<i>Quantity of LCF produced (mt)</i>								N/A	4.6	
<i>Children 6–23 months receiving LCF (number)</i>								N/A	2,400 ¹⁶	

⁸ ACR 2020.

⁹ ACR 2021.

¹⁰ ACR 2022.

¹¹ ACR 2023.

¹² Beneficiary Survey 2024.

¹³ Corn soya blend.

¹⁴ Lipid-based Nutrition Supplement – small quantity for improving nutritional status of women and young children in low-resource settings.

¹⁵ Ready to Use Supplementary Food – for treating children with moderate acute malnutrition (MAM).

¹⁶ Email communication with WFP Country Office.

Activity 4	Baseline	2020 ⁸		2021 ⁹		2022 ¹⁰		2023 ¹¹		2024 ¹²
Output indicators		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
2020–2024 CS for SBCC – Kambia and Pujehun; Moyamba (2021–2024)										
<i>SBCC (number of caregivers reached)</i>		N/A	19,166	N/A	2,722	20,000	30,600	N/A 10,000	6,753	
<i>CS of MSGs (number of individuals reached)</i>		N/A	N/A	N/A	60	N/A	300	N/A	64 (15 men and 49 women)	
<i>CS of health workers (number)</i>		N/A	N/A	N/A	14	N/A	61			
<i>Tools developed for malnutrition prevention (country capacity strengthening) (number)</i>								2	2	
<i>Coverage of SPP (proportion of eligible population)</i>	0							>70	81	
Outcome indicators										Survey data (June) Kambia and Pujehun
Stunting prevention programme										
<i>Household with reduced CSI (%)</i>	8	<10	10	N/A	N/A	N/A	N/A	<8.3	11.2	
<i>Food consumption score (FCS) – Household never consuming protein-rich foods¹⁷ (%)</i>	24	<20	33	N/A	N/A	N/A	N/A	<24	38	
<i>FCS –</i>	47	<20	39	N/A	N/A	N/A	N/A	<47	54	

¹⁷ In previous seven days.

Activity 4	Baseline	2020 ⁸		2021 ⁹		2022 ¹⁰		2023 ¹¹		2024 ¹²
Output indicators		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
<i>Household never consuming heme iron rich foods¹⁸</i>										
<i>FCS – Household never consuming vitamin A-rich foods¹⁹ (%)</i>	6	<20	46	N/A	N/A	N/A	N/A	<6	0	
<i>MDD²⁰ – Women (% meeting)</i>	45	>46	15	N/A	N/A	N/A	N/A	>30	18	
<i>MDD – children 6–23 months (% meeting)</i>	23	N/A	N/A	N/A	N/A	N/A	N/A	>23	28	54
<i>MFF – children 6–23 months (% meeting)</i>	33	N/A	N/A	N/A	N/A	N/A	N/A	>33	53	70
<i>Children 6–23 months achieving MAD²¹ (%) (F/M)</i>	5	>15 for M & F	8 (5/10)	N/A	N/A	N/A	N/A	>10	16 (13/18)	37 (48/53)
<i>Target population participating in adequate number of distributions (%) F/M</i>		>66/66	85/83	N/A	N/A	N/A	N/A			
<i>Capacity strengthening Child beneficiaries (F/M)</i>						17,176	100			

Table A8 provides an overview of output and outcome indicators for nutrition activities under SO1.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Minimum dietary diversity.

²¹ MAD – Minimum acceptable diet – meets minimum meal frequency and minimum diet diversity.

Table A8: GAM²² between 2019 and 2021*

<i>District</i>	Reach of WFP programmes addressing malnutrition with SNF (2020–2021) ²³		Changes in GAM rates (% WHZ<-2 and/or oedema)	
	(Number of children under five years)	(Number of pregnant and breastfeeding women)	2019 ²⁴	2021 ²⁵
<i>Kailahun</i>	9,474	9,492	4.2	4.7
<i>Kenema</i>	1,307	5,676	2.8	5.5
<i>Kono</i>	580	1,944	2.4	3.7
<i>Bombali</i>	0	0	7.2	4.3
<i>Falaba</i>	272	321	3.6	3.6
<i>Koinadugu</i>	1,334	1,127	6	4
<i>Tonkolili</i>	3,338	1,981	4.1	4.8
<i>Kambia</i>	1,410	1,720	8.1	5.4
<i>Karene</i>	913	315	3	4.8
<i>Port Loko</i>	882	2,417	5.3	5.5
<i>Bo</i>	2,239	3,413	5.6	4.9
<i>Bonthe</i>	1,055	3,415	6.5	6.2
<i>Moyamba**</i>	7,881	9,458	4.3	3.5
<i>Pujehun**</i>	6,191 ²⁶	8,848	9.7	5.6
<i>Western Area rural</i>	562	2,450	5	5.9
<i>Western Area urban</i>	1,168	1,743	9.1	9.6
<i>National average</i>			5.4	5.2
Total	38,606	54,320		

Source: Various (see footnotes).

²² Global acute malnutrition is a short-term indicator of undernutrition in children under 5 years of age, based on appropriate weight for age or thinness as measured by weight for height Z Score (WHZ) and/or mid-upper arm circumference (MUAC), which can be affected in the short term by either deficiencies or inadequate food availability.

²³ Total of children under 5 years of age (U5) and pregnant and breastfeeding women (PBW) treated in 2020 and 2021, from WFP 2020/21 National MAM Data set excel spreadsheet.

²⁴ Statistics Sierra Leone (Stats SL) and ICF. 2020. *Sierra Leone Demographic and Health Survey 2019*. Freetown, Sierra Leone, and Rockville, Maryland, USA: Stats SL and ICF. Data was collected from May to August 2019 (lean season).

²⁵ Ministry of Health and Sanitation, Government of Sierra Leone. 2021. *Sierra Leone National Nutrition Survey 2021*. Data was collected in August 2021 (peak hunger gap).

²⁶ Population of Pujehun district was 429,574 in 2021, and an estimated 20 percent of total population are under 5 years of age (85,915). Of the under-five population there were 9.7 percent with GAM (85,915*0.097=8,335). Treating 6,191 children under the age of 5 for MAM covers a significant component of those children who need treatment.

* **Orange** indicates **poor** classification of the severity of malnutrition in a community (GAM prevalence of 5–9.9 percent according to WHO (2006).

**Total number children and PBW receiving SNFs under SPP was split between Moyamba and Pujehun (9,022 children and 10,144 PBW).

Table A9: SO1: Activity 1 nutrition activities, planned and actual outputs and outcome indicators 2020–2024

Activity 4	Baseline	2020		2021		2022		2023	
Output indicators		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Treatment of moderate acute malnutrition									
<i>Beneficiaries (total)</i>		43,337	25,192	43,037	54,335				
<i>Children (F/M)</i>		35,420/32,693	6,922/6,388	13,477/12,440	16,723/15,436				
<i>PBW (F)</i>		17,120	11,882	17,120	22,176				
<i>CSB (mt)</i>		0	427	785	834	7	0	7	0
<i>LNS (mt)</i>		0							
<i>RUSF (mt)</i>		0	38	0	56				
Capacity strengthening									
<i>Number of health workers trained in MAM²⁷</i>		0	2,300						
<i>Number of health facilities targeted for CS</i>		0	1,399						
<i>Corn Soya Blend (mt)</i>						618	0		
Outcome indicators									

²⁷ Frontline workers equipped with skills to assess and treat MAM using the national Integrated Management of Acute Malnutrition (I-MAM) protocol (ACR 2020).

Activity 4	Baseline	2020		2021		2022		2023	
Output indicators		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
MAM default (%)		<15 ²⁸	0.8	<15	0.1				
MAM Mortality rate (%)		<3	0.8	<3	0.2				
MAM recovery rate (%)		>75	96	>75	48				
Coping strategy index (Average)	8			<10	11	<10	5	<8	28
Food consumption score (% acceptable)	29	>29	N/A	>35	25	>29	44	>29	41
Livelihood coping strategies (% of household using crisis coping strategies; % using emergency; % using stress)	21 23 30	N/A	N/A	N/A	N/A	N/A	N/A	<21 <23 <30	32 53 12

Examples of the successes and challenges associated with start-up of local complementary food production units

29. Start-up of the LCFs was more time-consuming than envisioned. This resulted in an underspend and therefore no outcome monitoring had been carried out at the time of evaluation.²⁹ Despite the complexities of building medium-scale manufacturing units 'from the ground up', the centres produced 4.6 mt of LCF in 2023, provided to 600 children through PHUs (see Table A6 in Annex V). CS of individuals in MSGs included training in good manufacturing practices complemented by four WFP field staff to provide on-the-job coaching in group dynamics, raw material sourcing, entrepreneurship and business management.³⁰

²⁸ SPHERE standards. SPHERE Handbook 2022, https://handbook.spherestandards.org/en/sphere/#ch007_004_001_002 (accessed on 9 July 2025).

²⁹ KIIs.

³⁰ ACR 2023.

30. FGDs with MSGs reported numerous success stories of malnourished children whose health was improved because of consuming 'Nyam Nyam Pap', and stated that these successes motivate them to continue working in the production units, in some cases despite lack of regular remuneration. The evaluation team was unable to access the business development plans for the LCF production units³¹ and FGDs with MSGs revealed that the units lacked ability to predict when their business would become profitable with standardized models.

31. For example, one unit pays workers a minimum monthly wage,³² adequate to motivate continued work. On other sites, workers lacked motivation and many resigned due to irregular or no remuneration. FGDs at the latter production sites reported that MSG members work on a voluntary basis for five to six days per week, six to eight hours per day, in addition to working weekends and evenings to fulfil other voluntary MSG responsibilities, based on the expectation that at some point the site will be profitable. They noted similar points as previously reported: "they [WFP] told us that we should be producing 200 kg of baby food per day before we can qualify for Le 35 per person. That condition and the fact that we cannot meet the daily target with a slow hammermill is causing some members of this group to go back to the oil palm farms for paid daily wage labour."³³ This evidence suggests that women are bearing the costs of the slow start-up and repeated equipment failures of the WFP-supported production sites, which increases their daily workload without adequate remuneration. This potentially limits beneficiaries' participation in local agricultural production and undercuts their access to sustainable livelihoods and their ability to provide for their families (e.g. adequate diets for children).

32. FGDs revealed that there was limited uptake through local markets due to the packaging of 'Nyam Nyam Pap' in 'bulk' quantities (1 kg) sold at Le 50. They reported that most families do not have Le 50 available for purchase but can afford Le 1–2 for purchasing the small packets of less nutritious LCFs. While there is both a business and nutritional case to be made for 'Nyam Nyam Pap', the current large packaging quantities at Le 50 appear to eliminate the option of purchasing for many, particularly the most vulnerable.

33. That said, the main short-term business model was predicated on the purchase by WFP for distribution through PHUs to children 6–23 months of age at risk of malnutrition. But with frequent breakdowns of machinery at all sites, stopping production, and therefore also income, for up to two to three weeks, FGDs with MSGs indicate overall very limited profits. For example, one site was only able to provide adequate quantities of LCF to its designated PHUs once in six months due to continuous equipment breakdowns. KIIs with the WFP country office indicated that initially, equipment purchases prioritized local suppliers, but due to the low quality of local equipment and difficulties in repairs, the country office is in the process of sourcing externally. Importantly, the country office notes that in early August 2024, locally made hammermills were replaced at three sites (Gbagbantoke, Rotifunk and Zimmi) by imported ones; however, beneficiaries at the Sahn Malen LCF site opted to continue working with the original locally made equipment.

Alternative livelihood support

34. The asset creation and livelihood (ACL) model also supports other agricultural livelihoods (poultry farming), agropastoral livelihoods (cattle rearing) and alternative livelihoods (soapmaking). These activities are primary to the ACL model, and thus were not a focus of this evaluation. Nevertheless, through a combination of primary and secondary research it is possible to draw some conclusions from WFP work in these domains. Firstly, programming in the areas just mentioned appears to experience more challenges and lower levels of programmatic effectiveness than does core ACL programming focused on agricultural cultivation. For example, poultry farming supported in Pujehun is currently not functioning because it was

³¹ KIIs with WFP Country Office noted that business plans have been fully developed.

³² The women are paid a daily wage of Le 20 which is approximately USD 0.89, well below the national poverty line of USD 1.90 per day per capita.

³³ WFP Sierra Leone. n.d. Post Distribution Monitoring of Irish Aid Program. Focus Group Discussion on Mother Support Groups and Local Complementary Foods.

difficult to procure adequate feed, a known issue affecting poultry production in Sierra Leone. Further, soapmaking included as part of ACL activities in Falaba was not completed until the end of the project, since the project's initial focus was on rice cultivation. Support for cattle rearing – also implemented in Falaba – was also undertaken in the second half of the project, and experienced a number of notable challenges (e.g. delays in providing fast-growing nutritious grasses and constructing solar-powered irrigation systems) that decreased the effectiveness and impact of the intervention.

Village savings and loan associations (VSLAs)

35. SHFs indicated that the opportunity to borrow from VSLAs mitigated borrowing costs somewhat. Indeed, farmer-based organizations (FBOs) widely spoke of the positive impacts of VSLAs, which had become a standard component of WFP's ACL programming in 2022. Specifically, SHFs noted investing a portion of farming revenues into VSLAs created as part of WFP interventions. Qualitative research also found that many VSLAs were still operating at the time of the evaluation. Most functional groups were making weekly payments of around Le 5–10 per member, though some could not always meet this threshold. Of course, participation in VSLAs is dependent on earning sufficient income to contribute. Where loans had been taken out for the VSLA, these were for agriculture, investment in small business, healthcare and the paying of school fees. In the end, VSLAs provided an important source of financing, as there is no other place to get loans in the community. VSLAs especially benefited women, those responsible for most of the domestic and childrearing duties in their households – and who now have access to low-interest loans.

36. The evaluation team also noted important positive externalities from VSLAs among FBOs. VSLAs, along with bank accounts, provide a common point of organization that facilitates group cohesion – that is, group activities to sustain collective finances keep FBOs literally – and figurately – invested in the functioning of their groups. Groups regularly come together to not only contribute to their VSLAs, but also (as noted above) to borrow funds and to manage and oversee their accounts.

Country capacity strengthening outputs under SO5

37. Table A10 provide a summary of key outputs under SO5.

Table A10: Summary of key output-level results in enabling environment and organizational and individual CCS domains

Classification of support modalities/mechanisms	Description of output-level results
<i>Policy/technical support</i>	<ul style="list-style-type: none"> • Provided technical and financial support to the Ministry of Basic and Senior Secondary Education for the development and validation of the National School Feeding Policy • Supported for a SF investment and financing plan • Developed a standardized SF operations training manual, • Offered assistance to develop a national SF menu • Gave technical support for development of SBCC and nutritional education materials • Provided input into the Gender and Agricultural Policy • Participated in development and validation of Cattle Settlement Policy • Offered technical input during validation of Feed Salone and the National Rice Development Strategy
<i>Organizational/institutional support</i>	<ul style="list-style-type: none"> • Support for Comprehensive Food Security and Vulnerability Analysis and twice-yearly Food Security Monitoring System, as well as monthly market price analysis • Recipe development for cooking demonstrations • Financed four staff at the Food and Nutrition Directorate until the Government of Sierra Leone was able to take over funding their positions • Supported the Food and Nutrition Directorate in 2023 with field monitoring • Equipped four MSGs to produce nutrient-rich LCF • Supplied infection prevention and control materials and training to FBOs • Provided equipment including MUAC tapes and non-touchable screening posters to enhance self-screening by mothers and caregivers of infants and young children

Classification of support modalities/mechanisms	Description of output-level results
	<ul style="list-style-type: none"> Supplied post-harvest equipment to FBOs, including palates, jute bags and tarpaulins Awarded motorbikes to community youth contractors to enable their mobility to provide long-term technical support
<i>Individual support</i>	<ul style="list-style-type: none"> Training of SF monitors on monitoring for SF/HGSF Exchanges and conferences for key National School Feeding Secretariat personnel Trained MSGs involved in four production sites to hygienically produce LCF Trained health workers to ensure that frontline workers are equipped with the requisite skills to assess and treat MAM using the national Integrated Management of Acute Malnutrition (I-MAM) protocol Conducted training and sensitization exercises in SF-supported schools on storage, accounting hygiene, etc. Implemented community-level training of Community Youth Contractors (CYCs), MAFS and FBOs in Technical Package for Rice Production Supported headteachers and school management committees on a standardized SF operations training manual Supported the NSFS and organized a four-day workshop to enhance programme coordination, monitoring and reporting mechanisms at the district level

Source: Evaluation team.

Country capacity strengthening outputs under SO6

38. Table A11 provides a summary of key outputs under SO6.

Table A11: Summary of key output-level results in area of emergency response in enabling environment and organizational and individual CCS domains

Classification of support modalities/mechanisms	Description of output-level results
<i>Policy/technical support</i>	<ul style="list-style-type: none"> Supported the finalization of the National Disaster Preparedness and Response Plan and other disaster management arrangements to align with institutional arrangements at the national level Provided input into the National Policy on Relief and Response Revised and updated the Emergency Operations Centre standard operating procedures to align with the new NDMA and other institutional arrangements Revised and updated the United Nations Environmental Performance Review Terms of Reference in alignment with the new Government of Sierra Leone response plans and coordination mechanisms Conducted a field logistics assessment in eight districts to help inform the Logistics Preparedness Action Plan
<i>Organizational/institutional support</i>	<ul style="list-style-type: none"> Provided emergency telecommunications support, including installing information and communication technology equipment at the National COVID-19 Emergency Response Centre and providing on-the-job training to lead coordinators in using online teleconferencing Supported NDMA with specialized logistics capacity through the Field Based Preparedness Project, which created a coordinated approach among government and its national and international partners in undertaking logistics related to disaster response Designed and hosted the Multi Indicator Rapid Assessment (MIRA) and Beneficiaries Mapping Tool, which are used for all incident assessments to provide disaster assessment data for emergency response within a 48-hour turnaround time Worked with NDMA to develop Sierra Leone's Incident Management System (SLIMS), which includes field operations and an Emergency Operations Centre that helps provide an integrated approach to disaster response Supported establishing and implementation for the Inter-Pillar Coordination Group, within which it currently co-leads three pillars: (i) assessment/registration, (ii) food and nutrition, and (iii) logistics

Classification of support modalities/mechanisms	Description of output-level results
	<ul style="list-style-type: none"> Supported construction of mobile storage units in the regional headquarter towns of Bo, Kenema, Makeni and Port Loko Handed over its Port Loko logistics base to the NDMA. At that time, the agency had no budget to run the base, so WFP also provided funds for lights, security, etc. until the end of 2021; that facility is now being managed by NDMA and is being used as our North West Regional Office Conducted simulation exercises in disaster-prone districts to ensure that investments in operational readiness can be practically applied The WFP provided the NDMA with ten motorbikes, which are serving as a means of mobility for the regional teams Provided electronic tablets that is used to collect data in the field
<i>Individual support</i>	<ul style="list-style-type: none"> Provided training on SLIMS to 120 agency staff, volunteers and partners located in each region of the country Did a joint marine search and rescue training between NDMA staff and the navy Conducted refresher training of 80 persons on assessment and registration of affected persons Recruited, trained and supported nine data analysts for eight months, with WFP managing their salaries and other expenses for the jobs they were doing across the country Conducted refresher training for eight persons on assessment and registration procedures

Source: Evaluation team.

Additional financial data

39. Table A12 provides a summary of contributions by donor per year.

Table A12: Contributions by donor per year

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
<i>China</i>					2,000,000								2,000,000
<i>European Commission</i>					572,248								572,248
<i>France</i>						547,645	547,046	541,712					1,636,403
<i>Germany</i>							911,334	2,731,024	2,196,897	1,550,047	1,471,457	632,911	9,493,671
<i>Iceland</i>							1,400,000						1,400,000
<i>Ireland</i>				1,351,837	302,663	781,250							2,435,750
<i>Japan</i>			1,872,727	3,855,602	2,000,000	7,068,937							14,797,266
<i>Private donors</i>	50,525	51,505	228,791	7,158	1,225,754	213,876	1,336,841	925,091					4,039,541
<i>Republic of Korea</i>								2,543,326					2,543,326
<i>Russian Federation</i>				2,000,000									2,000,000
<i>Government of Sierra Leone</i>			4,891,304	1,128,100		4,494,501	2,890,562	3,124,999					16,529,466
<i>UN Peacebuilding Fund</i>			1,497,643		1,801,916								3,299,559
<i>USA</i>				3,500,000		3,200,000							6,700,000
<i>World Bank</i>					50,000								50,000
Total	50,525	51,505	8,490,465	11,842,696	7,952,581	16,306,210	7,085,782	9,866,151	2,196,897	1,550,047	1,471,457	632,911	67,497,229

Annex VI. Beneficiary survey findings

40. Table A13 summarizes data collected through the evaluation team beneficiary survey.

Table A13: Description of households surveyed

Background characteristics of responders	Kambia (Northwestern Region)	Pujehun (Southern Region)	Total
<i>Number surveyed</i>	480	480	960
<i>Percent of total district population³⁴</i>	0.13 (480/367,699)	0.11 (480/429,374)	
<i>Household male headed (%) n=960</i>	96.3 (n=462)	98.8 (n=474)	97.6 (n=936)
<i>Respondent's relationship to household head (%)</i>			
Wife	91.3 (n=438)	97.9 (n=470)	94.6 (n=908)
Mother/MIL	3.8 (n=18)	1.5 (n=7)	2.6 (n=25)
<i>Age of respondent</i>			
<i>Ages 16–18</i>	0	16	16
<i>Ages 19–25</i>	73	262	335
<i>Ages 26–40</i>	371	201	572
<i>Ages 41–55</i>	36	0	36
<i>Household with child under two (M/F) (%)</i>	43.9 (n=394) (247/203)	49.8 (n=447) (222/225)	92.2 (n=885)

Source: Evaluation team beneficiary survey.

³⁴ Statistics Sierra Leone (Stats SL) and ICF. 2020. *Sierra Leone Demographic and Health Survey 2019*. Freetown, Sierra Leone, and Rockville, Maryland, USA: Stats SL and ICF.

Table A14: Survey respondents' awareness, participation, perceived coverage or reach to vulnerable and impact of WFP-supported nutrition activities in two districts (Kambia and Pujehun)

WFP-supported activity	MAM treatment with specialized nutritious foods (Super Cereal) (2020/21)	Local or homemade complementary foods (including Nyam Falana Pap)	Cooking demonstrations	Nutrition education or counselling	Nutritional screening for moderate or acute malnutrition
<i>Awareness of WFP-supported activity (%)</i>	34.5 (n=960)	95.3 (n=960)	94.4 (n=960)	96.7 (n=960)	96.6 (n=960)
<i>Respondent or member of household benefited from or participated in activity (%)</i>	24.5 (n=960)	93.9 (n=960)	91.8 (n=960)	97.3 (n=960)	95.7 (n=960)
<i>Reported making positive MIYCF changes based on activity (%)</i>	99.1 (n=235)	99.9 (n=902)	99.8 (n=879)	100 (n=934)	99.9 (n=918)
<i>Activity targeted the most vulnerable (% strongly agree)</i>	86.4 (n=235)	73.5 (n=902)	74.6 (n=879)	75.1 (n=934)	72.6 (n=918)
<i>Activity resulted in fewer malnourished children (% strongly agree)</i>	85.5 (n=235)	81.1 (n=902)	82.6 (n=879)	82.1 (n=934)	79.0 (n=918)

Source: Evaluation team beneficiary survey.

Table A15: Reported changes made in maternal, infant and young child feeding practices resulting from WFP-supported activity in Kambia and Pujehun districts

WFP-supported activity resulted in change in MIYCNH practice	MAM treatment with specialized nutritious foods (Super Cereal) (2020/21) (n=235)	Local or homemade complementary foods (including Nyam Falana Pap) (n=901)	Cooking demonstrations	Nutrition education or counselling	Nutritional screening for moderate or acute malnutrition
<i>Increased knowledge of nutritious food/meals (%)</i>	87.1	70.0	71.5	70.2	67.0
<i>Introduced complementary foods at 6 months (%)</i>	57.0	70.7	67.1	76.4%	69.8
<i>No rice water before 6 months (%)</i>	58.8	66.0	64,5	74.9%	66.4
<i>Exclusively breastfeed for 6 months (%)</i>	85.4	89.8	86.0	96.4%	87.6
<i>Prepared more nutritious complementary foods for children after 6 months (%)</i>	78.5	82.7	84.4	80.0%	75.9
<i>Pregnant women consumed more nutritious foods/meals (%)</i>	60.0	44.3	57.2	53.1%	54.9
<i>Children consume more nutritious meals (%)</i>	50.1	52.9	45.0	44.6%	48.0
<i>Children eat more</i>	21.0	47.3	29.1	29.9%	31.3

<i>frequent meals (%)</i>					
<i>Wash hands before meal preparation and eating (%)</i>	61.8	29.3	69.2	81.5%	69.7
<i>Adolescent girls eat more nutritious foods (%)</i>	0.4	62.8	3.2	3.4%	3.8
<i>Adolescent boys eat more nutritious foods (%)</i>	0	2.0	1.9	2.2%	2.5
<i>Men understand and support better MIYCNH (%)</i>	21	1.6	4.9	11.0%	8.4
<i>Men understand and better support health-seeking practices for PBW (%)</i>	3.4	3.6	3.4	8.1%	6.9
<i>Men understand and better support health-seeking practices for children under 5 (%)</i>	7.3	1.3	2.4	6.0%	4.7

Source: Evaluation team beneficiary survey.

Table A16: Consumption of different food groups among children (6–23 months) by district and compared with the National Nutrition Survey (2021)

Food groups	WFP intervention districts (June 2024)			National Nutrition Survey (August 2021)		
	Kambia	Pujehun	Total	Kambia	Pujehun	National average
<i>Breast milk</i> (%)	70.5 (n=273)	54.9 (n=243)	62.2 (n=516)	67.2	66.8	68.7
<i>Grains, roots and tubers</i> (%)	93.8 (n=363)	96.6 (n=428)	95.3 (n=791)	93.8	92.0	93.0
<i>Legumes and nuts</i> (%)	64.1 (n=248)	85.6 (n=379)	75.5 (n=627)	1.7	8.1	11.0
<i>Dairy products</i> (%)	61.2 (n=237)	5.2 (n=23)	31.3 (n=260)	18.1	7.5	22.5
<i>Meats, poultry, fish</i> (%)	78.3 (n=303)	65.2 (n=289)	71.3 (n=592)	38.4	45.7	39.8
<i>Eggs</i> (%)	2.6 (n=10)	1.6 (n=7)	2.0 (n=17)	2.9	7.1	12.1
<i>Vit A rich fruits and vegetables</i> (%)	81.7 (n=316)	63.0 (n=279)	71.7 (n=595)	27.7	42.2	38.3
<i>Other fruits and vegetables</i> (%)	17.6 (n=68)	43.6 (n=193)	31.4 (n=261)	18.1	32.2	27.7

Source: Evaluation team beneficiary survey.

Table A17: Consumption of different foods and food groups among children (6–23 months) by district

Food/food group categories	Percent of children 6–23 months that consumed foods or food groups		
	Kambia	Pujehun	Total
<i>Packaged infant food (e.g. Cerelac, Frisocream, corn milk)</i>	61.0 (n=236)	45.8 (n=203)	52.9 (n=439)
<i>Orange flesh foods</i>	29.7 (n=115)	37.7 (n=167)	34.0 (n=282)
<i>Dark green leafy vegetables</i>	78.3 (n=303)	47.6 (n=211)	61.9 (n=514)
<i>Meats (e.g. bush meat, beef, liver, chicken)</i>	6.2 (n=24)	0.2 (n=1)	3.0 (n=25)
<i>Fish or shell fish</i>	76.2 (n=295)	65.2 (n=289)	70.4 (n=584)
<i>Cow's milk or dry milk powder</i>	61.2 (n=237)	5.2 (n=23)	31.3 (n=260)
<i>Sweets</i>	21.7 (n=84)	22.3 (n=99)	22.0 (n=183)

Source: Evaluation team beneficiary survey.

Annex VII. Evaluability assessment

42. During the inception phase, the evaluation team performed an in-depth evaluability assessment and critically assessed data availability, quality and gaps to inform its choice of evaluation methods and techniques. This included an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation (OEV).

Validity of indicators and availability of data

43. As was noted in the pre-assessment made by OEV and further confirmed during the inception phase interviews with the country office, there are significant challenges in using the existing logical framework of the country strategic plan (CSP) to structure an assessment of CSP performance. Four versions of this logic model have been used and 96 unique indicators (37 outcome, 11 cross-cutting and 48 output level) have been inconsistently activated (24, 9 and 29 were included across all versions of the logical framework, respectively).³⁵ Further, the methodology of some indicators has been updated with the corporate results framework (CRF) 2022–2025 and therefore continuation might or might not be observed.³⁶

44. As recommended by OEV, a qualitative review focused on the outcome-level indicators for each strategic outcome (SO) rather than the quantitative assessment using OEV templates for determining the validity of indicators and availability of related monitoring data (i.e. determining whether indicators are evaluable, partially evaluable or not evaluable).³⁷ Table A18 indicates that there are considerable data gaps by which to assess the performance of outcome indicators.

Table A18: Key data gaps for SOs, outcome indicators and available quantitative analysis

SOs	Outcome indicators	Data gaps	Quantitative analysis available
SO1	Reduced coping strategy index (rCSI)	<ul style="list-style-type: none"> Incomplete data for 2020 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023 Analysis of 2023 data performance
SO1	FCS	<ul style="list-style-type: none"> Incomplete data for 2020 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023 Analysis of 2023 data performance
SO1	Food expenditure	<ul style="list-style-type: none"> No data 2020 Incomplete data 2020–2021 	<ul style="list-style-type: none"> Analysis of 2023 data performance
SO1	MAM indicators ³⁸	<ul style="list-style-type: none"> No data 2020 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023

³⁵ Indicator numbers are taken from the CSP TOR Annex 7, which are different than those provided on p.14 of this report, which reference COMET; the reason for this discrepancy is unclear – see WFP OEV, Evaluation of Sierra Leone WFP CSP 2020–2025, Terms of Reference, Section 5.1 Evaluability Assessment and Methodological Implications, pp.13–14 and Annex 7, July 2023.

³⁶ Ibid.

³⁷ Inception meeting with RAM at OEV level, 5 December 2023.

³⁸ MAM treatment recovery rate, MAM treatment default rate, MAM treatment non-response rate and MAM treatment mortality rate.

SOs	Outcome indicators	Data gaps	Quantitative analysis available
			<ul style="list-style-type: none"> Analysis of 2023 performance
SO2	Enrolment rate	<ul style="list-style-type: none"> No data 2020 Awaiting data for 2023 Inaccurate/inflated official statistics 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023 Analysis of 2023 performance
SO2	Attendance rate (new)	<ul style="list-style-type: none"> No data 2020 Awaiting data for 2023 Inaccurate/inflated official statistics 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023 Analysis of 2023 performance
SO3	rCSI	<ul style="list-style-type: none"> No data 2021–2022 	<ul style="list-style-type: none"> Analysis of 2023 performance Comparison of 2023 to 2020 baseline
SO3	FCS – Nutrition (iron; Vit A; protein-rich)	<ul style="list-style-type: none"> Incomplete data 2020 No data 2021–2022 	<ul style="list-style-type: none"> Analysis of 2023 performance Comparison of 2023 to 2020 baseline
SO3	Minimum dietary diversity – Women	<ul style="list-style-type: none"> Incomplete data 2020 No data 2021–2022 	<ul style="list-style-type: none"> Analysis of 2023 performance
SO3	Minimum acceptable diet – Children	<ul style="list-style-type: none"> Incomplete data 2020 No data 2021–2022 	<ul style="list-style-type: none"> Analysis of 2023 performance
SO3	Proportion of target population that participates in an adequate number of distributions (adherence)	<ul style="list-style-type: none"> Incomplete data 2020 No data 2021–2022 	<ul style="list-style-type: none"> Analysis of 2023 performance
SO4	Value and volume of smallholder sales through WFP-supported aggregation systems: Value (USD)	<ul style="list-style-type: none"> Incomplete data 2020 Awaiting data for 2023 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023 Analysis of 2023 performance
SO4	Value and volume of smallholder sales through WFP-supported aggregation systems: Volume (mt)	<ul style="list-style-type: none"> Incomplete data 2020 Awaiting data for 2023 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023 Analysis of 2023 performance
SO4	rCSI (Average)	<ul style="list-style-type: none"> Awaiting data for 2023 	<ul style="list-style-type: none"> Longitudinal analysis 2020–2023 Analysis of 2023 performance
SO4	Economic capacity to meet essential needs (new)	<ul style="list-style-type: none"> No data 2020–2021 Incomplete data 2023 	<ul style="list-style-type: none"> Analysis of 2023 performance
SO4	FCS	<ul style="list-style-type: none"> Awaiting data for 2023 	<ul style="list-style-type: none"> Analysis of 2023 performance
SO4	Food expenditure share	<ul style="list-style-type: none"> No data 2020 Incomplete data 2021 	<ul style="list-style-type: none"> Analysis of 2023 performance
SO4	Proportion of the population in targeted communities reporting benefits from an enhanced asset base	<ul style="list-style-type: none"> Awaiting data for 2023 	<ul style="list-style-type: none"> Longitudinal analysis 2021–2023 Analysis of 2023 performance
SO5	Emergency preparedness capacity index	<ul style="list-style-type: none"> Incomplete data 2023 No data 2021–2023 	<ul style="list-style-type: none"> No meaningful quantitative analysis available
SO5	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (CS) (new)	<ul style="list-style-type: none"> No data 2022–2023 	<ul style="list-style-type: none"> No meaningful quantitative analysis available

SOs	Outcome indicators	Data gaps	Quantitative analysis available
SO5	Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews	<ul style="list-style-type: none"> No data 2022–2023 	<ul style="list-style-type: none"> No meaningful quantitative analysis available
SO6	User satisfaction rate	<ul style="list-style-type: none"> No data 2020–2023 	<ul style="list-style-type: none"> No meaningful quantitative analysis available

Source: Evaluation team assessment of outcome indicators.

45. A more detailed higher-level mapping, evaluability discussion and implications for data collection methodology for each SO and its related indicators follows below.

SO1 Crisis-affected populations in Sierra Leone are able to meet their basic food and nutrition requirements during and the aftermath of crises

46. The following are outcome indicators associated with SO1

- rCSI (Average)
- FCS
- Food expenditure share
- MAM treatment recovery rate
- MAM treatment default rate
- MAM treatment non-response rate
- MAM treatment mortality rate

47. **Mapping-related activities:** The largest expenditures under SO1 were the scaled-up food assistance (in-kind and cash-based transfers (CBTs)), initiated in 2020 as a result of the COVID-19 outbreak, although no outcome monitoring was conducted in 2020 for these activities, as face-to-face monitoring was not possible in the recipient locations due to COVID-19 challenges.³⁹ Thus, it is difficult to ascertain if the activities (e.g. two months of unconditional food and/or cash transfers (2020)) were adequate to significantly shift average rCSI and FCs, or alternatively prevent deterioration of the food security during the crises using available 2021–2022 data.

48. In response to the COVID-19 pandemic and increases in prevalence of MAM, treatment of MAM among the most vulnerable (pregnant and breastfeeding women (PBW) and children aged 6–59 months) was reintroduced into the activities under SO1 (in 2020 and 2021), for which outcome indicators were collected, and which allow evaluation.

49. **Evaluability analysis and implications:** What can be measured through key informant interviews (KIIs) and focus group discussions (FGDs) for the scaled-up food assistance activities initiated in 2020 are: (i) Government of Sierra Leone, partner organizations, United Nations and donor perception of the value of this contribution in improving food-access; (ii) operational efficiency of the food and/or cash transfers and distribution; (iii) the value that recipients ascribe to this short-term assistance; (iv) collaboration and coherence with the wider response; and (v) appropriateness of adaption/response by CO.

50. It would be helpful for evaluators to visit select sites that received moderate acute malnutrition (MAM) treatment and have KIIs and/or FGDs with those directly involved in providing the treatment, to explore reasons for changes from successes in recovery rates in 2020 to 'below standards' in 2021, assuming that healthcare providers are available for face-to-face interviews.

³⁹ WFP Sierra Leone. 2020. *Annual Country Report, 2020*.

SO2 Primary School children in targeted areas have access to adequate and nutritious food throughout the year

51. The following are outcome indicators associated with SO2:

- Enrolment rate
- Attendance rate (new)

52. **Mapping-related activities:** The activity under SO2 makes up the largest part of the CSP, as measured by both beneficiaries and resources. There have been much smaller and more recent contributions (2022) for a pilot HGSF project in 17 schools, which the World Food Programme (WFP) is planning to expand to another 32 schools in 2023.

53. **Evaluability analysis and implications:** Between April and August 2020, SF was suspended due to the COVID-19 pandemic, and data on enrolment and attendance was not collected. Further, enrolment and attendance rates are monitored using government data (2021–2022), which has limitations in terms of its ability to accurately reflect enrolment and attendance rates. KIIs with WFP in Sierra Leone indicate that official measures of enrolment and attendance are regularly higher than actual rates of enrolment and attendance.⁴⁰

54. In an effort to overcome these data limitations, the country office conducts its own in-person headcounts of actual student attendance in a sample of schools, using this data to then refine its estimations of government figures. In addition, the country office is developing a reporting platform to develop a primary dataset to monitor attendance at schools using mobile phones. This will be piloted in 2024. It would be a mistake to attribute improving trendlines for these indicators (if indeed the data shows this) to the CSP given the reliability of the data.

55. Given the resources committed to this SO, and the plans for scaling up the HGSF pilot, it would be helpful for the evaluators to visit selected accessible sites and have KIIs and/or FGDs with those directly involved in both the SF programme and the HGSF pilot (in Kambia and Pujehun districts), including teachers, SMC members and volunteers who cook the meals and farmers/mother support groups (MSGs) that grow vegetables and/or rice.

SO3 Nutritionally vulnerable populations in targeted districts – including children, PBW and girls and adolescents – have improved nutritional status by 2025, in line with national targets

56. The following are outcome indicators associated with SO3:

- rCSI
- Food consumption score (FCS) – Nutrition (iron; Vit A; protein-rich)
- Minimum dietary diversity – Women
- Minimum acceptable diet – Children
- Proportion of target population that participates in an adequate number of distributions (adherence)

57. **Mapping-related activities:** The main activities were: (i) provisions of specialized nutritious foods (SNF) for children and PBW (although funding constraints limited this activity and it was phased out in 2022); (ii) CS of healthcare workers; and (ii) social and behaviour change communication (SBCC) for MSGs, expanding to include men, all aimed at preventing stunting and focused in Kambia and Pujehun districts. However, due to COVID-19, MSGs had been disbanded in 2020 and were not re-established until 2022 by District Health Management Teams (DHMTs) with WFP support.⁴¹

⁴⁰ WFP Sierra Leone Country Office, KII 9 2024

⁴¹ WFP Sierra Leone. 2022. *Annual Country Report 2022*.

58. **Evaluability analysis and implications:** The evaluation team notes that there is a gap in all SO3 outcomes for 2021 and 2022 (as SO3 strategically shifted from treatment to prevention of malnutrition), with only 2020 data available (in addition to a gap in 2018 and 2019 data), limiting ability for trend analysis and understanding of CSP contributions to the outcomes. Therefore, the evaluators will need to review secondary source documents (e.g. 2022 WFP/DHMT MSG qualitative needs assessment) and carry out interviews with knowledgeable key informants (including sector specialists) to understand how the CSP may have influenced these intermediate outcomes and the higher-level outcomes of reducing and/or preventing stunting among children and other nutrition outcomes (e.g. anaemia) among adolescent girls and women.

59. As the CSP transitioned from providing SNFs to focusing on strengthening local capacities for managing undernutrition through SBCC activities to mothers and fathers in 2022, the evaluators could also review the assumption that targeting primarily mothers and fathers with SBCC activities is an effective means to achieve improved women and children's nutrition, through FGDs with immediate and extended family members, and through KIs with experts.

60. The beneficiary survey will focus on nutrition to measure: (i) community experiences/perceptions of targeting, effectiveness and impact of WFP nutrition activities; (ii) household experiences/perceptions of targeting, effectiveness and impact of WFP nutrition activities; (iii) nutrition practices including infant and child feeding focused on the most nutritionally vulnerable (children 6–23 months); (iv) gender-transformative outcomes of programme model; and (v) integration into other CSP activities. It will focus on direct project beneficiaries and include: (i) PBW, women of children 6-23 months; (ii) adolescent girls receiving complementary local food; (iii) MSG members; and (iv) recipients of MAM treatment carried out as part of the COVID-19 response 2020–2021.

SO4 SHFs and communities in targeted areas have resilient livelihoods that better meet their food security and nutrition needs by 2030

61. The following are outcome indicators associated with SO4:

- Value and volume of smallholder sales through WFP-supported aggregation systems: Value (USD)
- Value and volume of smallholder sales through WFP-supported aggregation systems: Volume (mt)
- rCSI (average)
- Economic capacity to meet essential needs (new)
- FCS
- Food expenditure share
- Proportion of population in targeted communities reporting benefits from an enhanced asset base

62. **Mapping-related activities:** Most disbursements under Activity 5 were food transfers and CBTs used as incentives for improving resilience for the development of irrigation schemes in high-production inland valley swamps to encourage farmers to adopt all-year rice and vegetable cultivation in seven districts. Another key disbursement, also aimed at increasing rice production, was WFP's provision of rice mills, threshers and power tillers to high-performing farmer organizations in five districts, and training on post-harvest management of rice. These activities were linked to the HGSP programme, where farmers sold surplus rice to WFP under the HGSP programme. These multi-year programmes would likely have been the most time-consuming area for the country office to manage because the project modality requires more support and long-term direct involvement than one-off cash or food transfers.

63. **Evaluability analysis and implications:** The evaluation team notes that the majority of the indicators have been routinely used and reported on. Further, it is likely that individual projects have their own monitoring systems, reporting cycles and reports, and possibly have completed evaluations.⁴² This

⁴² As mentioned above, these include: the endline study complete on the PBF-funded project in Pujehun and Moyamba

supports solid document review. For projects that remain active, KIIs will also be useful with those that can speak from direct experience working on the project. If not already available as secondary data collected by the individual projects, FGDs with direct beneficiaries could also provide useful data on how these vulnerable communities and farmers have or have not strengthened livelihoods and resilience, with a particular focus on women, as much of the farming in Sierra Leone is done by women.

SO5 National and subnational institutions have strengthened capacities to manage food security and nutrition programmes by 2024

64. The following are outcome indicators associated with SO5:

- Emergency preparedness capacity index
- Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP CS (new)
- Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews

65. **Evaluability analysis and implications:** While the three outcome-level capacity indicators seek to measure enhancement within the Government of Sierra Leone, at national and subnational levels, these indicators are new and only sporadically captured; one of the indicators has no data at all. Questions also exist regarding the validity of the indicators and whether these indicators are an effective reflection of WFP's work, as these national policies, strategies, programmes and other system components may be instruments of very different scope and impact. Thus, primary methods will be used to assess qualitative aspects of the Government of Sierra Leone's capacity, and how the CSP may have influenced this. The evaluation team will conduct KIIs with well-placed sector experts.

SO6 Humanitarian and development partners have access to common services throughout the year

66. The following are outcome indicators associated with SO6:

- User satisfaction rate

67. **Evaluability analysis and implications:** SO6 was separated from SO5 in 2023, as it is focused on service delivery rather than CS – that is, it provides supply chain and ICT services to humanitarian and development partners. As the indicator was recently added and therefore has limited outcome data, and it seeks to measure satisfaction with specific services, and there are questions as to whether such indicators provide useful measures of the outcome of services provided, primary methods will be used to assess the satisfaction and experience of specific humanitarian and development partners benefiting from the services.

Bound/finite sampling to WFP intervention sites

68. WFP programming is spread across Sierra Leone in ten districts, including hard-to-reach districts. For example, in the southern district of Pujehun, WFP is currently implementing multiple programming activities such as: ACL, SF, nutrition and crisis response, while in the northern district of Falaba WFP is working on a PBF-funded project entitled: Building Cross-Border Peace and Strengthening Sustainable Livelihoods of Cattle Herders and Crop Farmers in Sierra Leone and Guinea. Indeed, this project is being jointly implemented with WFP Guinea, even further extending its geographical reach. Given the distances between districts and project areas, as well as poor roads and limited accessibility, the evaluation team will not be able to carry out face-to-face KIIs and/or FGDs in all of the WFP programming districts, particularly not those in some of the country's remotest regions, where poor road networks limit accessibility.

69. **Mitigation:** In consultation with the country office, OEV and the evaluation team will elaborate a

districts, as well as the upcoming decentralized evaluation of ACL activities and the endline of the PBF-funded cross-border project in Falaba district.

fieldwork schedule that takes into account potential access constraints to the sites, while covering a cross-section of activities representing each SO, triangulating as much as possible across different intervention sites. In addition, the evaluation team will triangulate site-specific fieldwork data with KIIs with internal WFP stakeholders and external partners who can offer a higher-level perspective and assessment of WFP operations across multiple geographical areas. Finally, the evaluation team will also triangulate fieldwork using existing secondary sources, including monitoring and evaluation data and existing evaluations/endlines/assessments of WFP programming.

Reduced temporal scope

70. The evaluation is conducted during the penultimate year of the CSP, which reduces the temporal scope in relation to the attainment of expected results.

71. **Mitigation:** The evaluation team will review and assess trends, and may project forward based on CSP performance up to the penultimate year.

Logistical constraints and short timeframe to conduct fieldwork

72. Logistically, research in Sierra Leone presents a number of challenges – local cultural sensitivities, logistical barriers, issues related to access and road networks, other seasonality issues, difficulties accessing stakeholders, etc. – that have the potential to hinder aspects of data collection. Coupled with the tight timeframe, such challenges could reduce fieldwork outcomes.

73. **Mitigation:** The evaluation team will work closely with the WFP country office and relevant stakeholders to plan research activities in advance, so that they are clearly communicated through accepted channels and prepared for by appropriate stakeholder and/or community structures. Preparation will also allow for proper vetting of the fieldwork schedule against factors that might affect it: government schedules, seasonal farming calendar, school term calendar, etc. Where possible, the evaluation team will allow time in the fieldwork schedule for follow-ups, and complete KIIs and FGDs in a way that is sensitive to and respects local realities and limitations. Where stakeholders are unavailable, the evaluation team will attempt to conduct remote interviews. In cases where remote access is not possible, the evaluation team will attempt to resample in order to ensure as far as possible that all relevant categories of stakeholders are included in the evaluation.

Annex VIII. Reconstructed theory of change

74. The reconstructed theory of change (ToC) is based on the results framework / line of sight of the country strategic plan (CSP) and participatory discussions with the Office of Evaluation (OEV) and the country office. The ToC illustrates the results chains from activities to outcomes, in consideration of the contribution of the World Food Programme (WFP) in Sierra Leone to SDG 2 to creating a world free of hunger by 2030 and associated key SDG targets 2.1, 2.2 and 2.3. The outcomes included in the ToC are representative of strategic outcomes (SOs) presented in the CSP, with SO6 and SO7 acting as capacity-building 'strategic enablers' for SO1–SO4. The different components (activities, outputs and outcomes) of the ToC are ordered in terms of their causal logic, with lower levels representing conditions or means of achieving those above. While outcomes and outputs have been included in the ToC largely as they were presented in the line of sight, activities have been disaggregated in the ToC to better represent the different elements of programming that are connected to outputs (and subsequently to outcomes). For example, Activity 5 (presented in the line of sight as: providing integrated resilience building support to smallholder farmers, including farmers' organizations and women's groups) has been disaggregated into four sub-activities 5a–5d, as shown below.

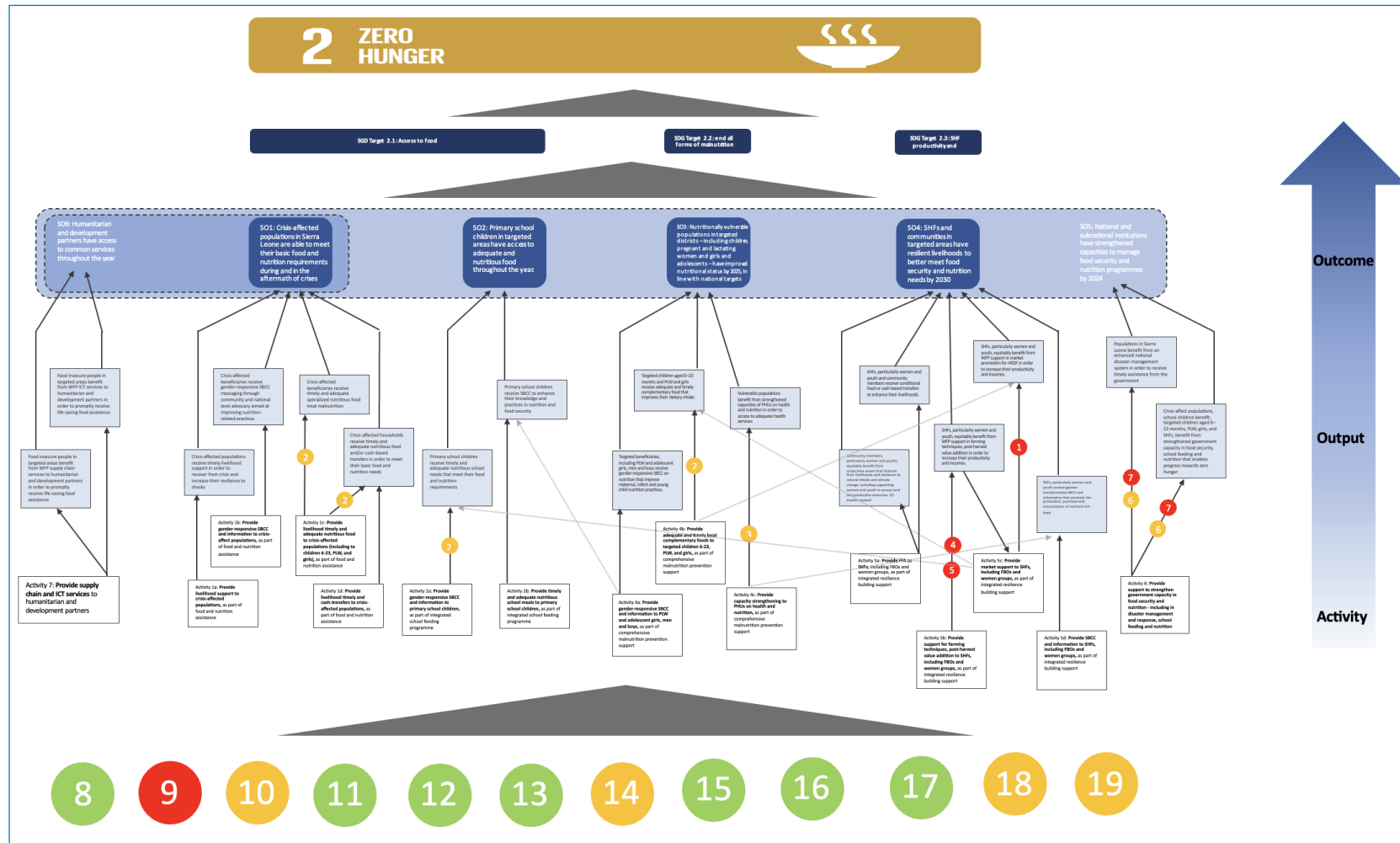
75. Causal links (i.e. 'if, then' logic between the different results levels) are shown by the arrows in the diagram. For instance, activity 5(c)—providing market support to smallholder farmers (SHFs), including farmer-based organizations (FBOs) and women's groups—as part of integrated resilience-building efforts, ensures that SHFs, particularly women and youth, equitably benefit from WFP support in farming techniques and post-harvest value addition, thereby increasing their productivity and incomes. This then connects directly to (SO4) – SHFs and communities in targeted areas have resilient livelihoods to better meet food security and nutrition needs by 2030 – and to SDG target 2.3 as part of the overall goal of ending hunger by 2023. Importantly, the success of Activity 5c is dependent on the assumption that markets are functioning. There are additional causal links that illustrate integration of activities across SOs/outputs. For example, Activity 5c connects with outputs under SO2 and SO3, to reflect the marketing of agricultural produce for complementary feeding and school feeding (SF).

76. The evaluation team has further refined the reconstructed ToC with the addition of underlying assumptions, which are presented in Table A19. This table outlines the key internal and external assumptions that either explicitly or implicitly underlie the CSP, either particular to activities or in general across all activities.

77. This is followed by numbered assumptions, which are mapped onto their corresponding SOs in the coloured circles in the visual. Assumptions are colour-coded as traffic lights both in the diagram and accompanying table by the degree to which they are within WFP's control (green: mostly within CO's control, to red: not within CO's control).

78. The following figure shows the reconstructed ToC.

Table A19: Reconstructed theory of change



No.	SO-specific assumptions		Legend	
No.	Assumption		Mostly within CO's control	
1	Markets are functioning		Somewhat within CO's control	
2	Food is procured, shipped and delivered on time		Not within CO's control	
3	Health facilities adequately staffed and trained			
4	No climatic shocks affecting food production		Linkages within SOs	←.....
5	Government and partners providing complementary inputs		Linkages between SOs (integration)	←.....
6	Technical staff are available			
7	Government including district-level authorities in education and disaster management are engaged			
No.	General assumptions			
8	WFP interventions represent WFP's comparative advantage			
9	Stability of prices / exchange rate			
10	Adequate funding is available			
11	Adequate and continuous staffing with right skills			
12	Beneficiaries engaged in a manner that reflects their views/preferences			
13	Beneficiaries engaged in a manner that ensures and promotes their safety, dignity and integrity			
14	Programming undertaken in a manner that promotes gender equality and women's empowerment			
15	Programming undertaken in a manner that does not harm the environment			
16	Internal systems are in place to effectively and efficiently support programming			
17	Adequate leadership and commitment at CO to the CSP design and implementation			
18	Evidence and monitoring systems are sufficient for informing, targeting and adapting the delivery of programming			
19	Sufficient, relevant and consistent corporate support of uptake/absorption of critical frameworks, tools and guidance			

Source: Evaluation team, with consultations with OEV and WFP CO.

Annex IX. Detailed stakeholder analysis

79. Table A20 provides a detailed analysis of stakeholders associated with this country strategic plan evaluation (CSPE).

Table A20: Detailed stakeholder analysis

Stakeholder	Stakeholder role	Participation in the evaluation and likely use of findings	Who
Internal (World Food Programme) stakeholders			
<i>WFP Executive Board (EB)</i>	The EB provides final oversight of WFP programmes and guidance to programmes.	This WFP governing body has an interest in the effectiveness of WFP programmes. The members of the EB are the direct recipients of the final report as an accountability instrument. They will receive and respond to the results of the evaluation in the November 2025 session.	<ul style="list-style-type: none"> EB members
<i>WFP Office of Evaluation (OEV)</i>	OEV is responsible for ensuring that centralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality. The office also ensures accountabilities of various centralized evaluation stakeholders as identified in the evaluation policy.	The OEV is interested in the effective conduct of the evaluation and adherence to WFP standards and quality. OEV will manage the evaluation and may use the evaluation findings as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.	<ul style="list-style-type: none"> Evaluation manager Monitoring and Evaluation Officer Other managers
<i>WFP Regional Bureau in Dakar</i>	The regional bureau in Dakar is interested in learning from the evaluation outputs to inform WFP corporate and regional plans and strategies.	The regional bureau in Dakar is involved in the inception and reporting phase, including providing briefings before the inception mission at the end of the evaluation mission, and in the communication and knowledge dissemination phase. The CSPE is expected to strengthen the strategic guidance of the regional bureau in Dakar and technical support to the country office (CO) and to provide lessons with broader applicability across the region and globally.	<ul style="list-style-type: none"> Regional bureau in Dakar senior management Appropriate regional bureau in Dakar technical staff

<i>WFP Sierra Leone country office</i>	The CO is responsible for country-level planning and implementation of the country strategic plan (CSP). The CO management and staff will have an interest in learning from experience to inform decision making, future designs, integration and the forthcoming CSP. The COs are accountable to beneficiaries and partners for performance and results of their activities.	The CO management and staff will have an interest in learning from experience to inform decision making, future designs, integration and the forthcoming CSP. The COs are accountable to beneficiaries and partners for performance and results of their activities.	<ul style="list-style-type: none"> • Senior management • Technical staff • Former staff present during the CSP period
<i>WFP Guinea country office</i>	WFP CO in Guinea is co-implementing a cross-border peacebuilding project with the WFP Sierra Leone CO.	The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in key informant interviews and in using evaluation findings for programme implementation.	<ul style="list-style-type: none"> • Technical staff involved in cross-border programming with the WFP Sierra Leone CO
External stakeholders			
<i>Direct beneficiaries</i>	Direct beneficiaries are food recipients, children/parents, smallholder farmers (SHFs) (and farmer-based organizations) and others receiving support through WFP programmes.	Direct beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective, and how it can be made better. Beneficiaries are unlikely to directly engage in report findings. But they will be affected by the use of the findings from the evaluation.	<ul style="list-style-type: none"> • Direct beneficiary groups (SHFs, mother support groups, pregnant and breastfeeding women, primary school students, crisis-affected populations, etc.)
<i>Government of Sierra Leone</i>	Ministry of Agriculture and Food Security (MAFS), Ministry of Basic and Senior Secondary Education (MBSSE), and other key Government of Sierra Leone partners play a key role in the support and coordination of policies, strategies, plans, etc. around emergency response, nutrition, education and agriculture, where they partner with WFP, and will be interested in the evaluation findings.	Government of Sierra Leone stakeholders will be important key informants; in addition, government may use evaluation findings to implement state-sponsored local procurement, as well as to inform programmes that enhance SHF production capacity and access to livelihoods and markets.	<ul style="list-style-type: none"> • Key Government of Sierra Leone partners (MAFS, MBSSE, Sierra Leone Agricultural Research Institute, etc.) • Other Government of Sierra Leone ministries and entities at national and district levels

<i>United Nations country team</i>	United Nations agencies work with WFP and with government partners at different levels to provide complimentary support, funding and technical assistance to support emergency response, nutrition, education and agriculture.	The United Nations country team (UNCT) is interested in assisting governments to achieve the goals of equitable access to food security, education, sustainable and equitable livelihoods, etc. In some cases, representatives of United Nations agencies will act as key informant and the UNCT may use findings to inform programming and decision making to enhance the success of the programmes and facilitate better coordination of activities across the United Nations.	<ul style="list-style-type: none"> • UNCT implementing partners (International Organization for Migration and United Nations Development Programme) • UNCT non-implementing partners (e.g. Food and Agriculture Organization of the United Nations, UNICEF)
<i>International non-governmental organizations (INGOs)/non-governmental organizations (NGOs)</i>	INGO/NGO actors are WFP partners for the implementation of some activities while at the same time having their own interventions.	The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. Cooperating partners (CPs), especially, will be involved in KIIs and in using evaluation findings for programme implementation.	<ul style="list-style-type: none"> • CPs (TDS, Barefoot Women Solar Association, Helen Keller International and Pure Heart Foundation) • Other INGOs/NGOs (Catholic Relief Services, Red Cross, Welthungerhilfe, Action Against Hunger/Action Contre La Faim, etc.)
<i>Donors</i>	WFP interventions are voluntarily funded by several donors.	They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes. Donors will also be key informants and will make use of evaluation findings to inform future funding decisions.	<ul style="list-style-type: none"> • Main donors to CSP

Source: Evaluation team.

Annex X. Fieldwork agenda

80. Table A21 outlines the expected activities and responsibilities during data collection. It assumes that there will be two teams: (i) Team 1 made up of the team leader and one senior national consultant; and (ii) Team 2 made up of the senior evaluator and one senior national consultant. These two teams will be able to carry out data collection activities separately, when required. Survey activities will be carried out concurrently in Pujehun and Kambia. The field mission schedule will be further refined in consultation with the country office prior to data collection.

Table A21: Field mission schedule for evaluation team

Date	Activity	Location	Team members
3 June	Key informant interviews (KIs) with World Food Programme (WFP) CO	Freetown	Team leader, senior evaluator, senior national consultants
4 June	KIs with WFP CO	Freetown	Team leader, senior evaluator, senior national consultants
5 June	KIs with Government of Sierra Leone partners	Freetown	Team leader, senior evaluator, senior national consultants
6 June	KIs with United Nations country team (UNCT), cooperating partners (CPs), donors, etc.	Freetown	Team leader, senior evaluator, senior national consultants
7 June	KIs with UNCT, CPs, donors, etc.	Freetown	Team leader, senior evaluator, senior national consultants
8 June	Survey training	Freetown	Team leader, senior evaluator, senior national consultants
9 June	Training/travel	Makeni/Kenema	Team leader, senior evaluator, senior national consultants
10 June	KIs with sub-offices	Makeni/Kenema	Team leader, senior evaluator, senior national consultants
11 June	Travel to districts (Pujehun team stops in Bo) and KIs with Government of Sierra Leone partners	Pujehun (Bo) and Kambia	Team leader, senior evaluator, senior national consultants
12 June	KIs with Government of Sierra Leone partners	Pujehun and Kambia	Team leader, senior evaluator, senior national consultants
13 June	KIs with Government of Sierra Leone partners	Pujehun and Kambia	Team leader, senior evaluator, senior national consultants
14 June	FGDs with beneficiaries	Pujehun and Kambia	Team leader, senior evaluator, senior national consultants
15 June	FGDs with beneficiaries	Pujehun and Kambia	Team leader, senior evaluator, senior national consultants

			national consultants
16 June	FGDs with beneficiaries	Pujehun and Kambia	Team leader, senior evaluator, senior national consultants
17 June	Travel	Freetown	Team leader, senior evaluator, senior national consultants
18 June	Carry out any follow-up KIIs	Freetown	Team leader, senior evaluator, senior national consultants
19 June	Debrief	Freetown	Team leader, senior evaluator, senior national consultants

Source: Evaluation team.

Annex XI. Mapping of findings, conclusions and recommendations

81. Table A22 maps this country strategic plan evaluation's findings and conclusions onto its recommendations.

Table A22: Mapping of recommendations, conclusions and findings

Recommendations	Conclusions	Findings
<i>Recommendation 1: Address slow-onset emergencies through targeted and an increasingly integrated portfolio of programming that builds resilience and targets the root causes of hunger, while maintaining flexible emergency response capacities to work across the humanitarian–development nexus.</i>	Conclusion 1	Finding 7, Finding 9, Finding 10, Finding 11, Finding 12, Finding 13, Finding 14, Finding 15, Finding 16, Finding 17, Finding 19 and Finding 20.
	Conclusion 2	Finding 3, Finding 5, Finding 6, Finding 20, Finding 24, Finding 26, Finding 27, Finding 28, Finding 29, Finding 31, Finding 39, Finding 40 and Finding 42.
<i>Recommendation 2: Strengthen support for the national SF programme through improved partnership and collaboration.</i>	Conclusion 3	Finding 8, Finding 10, Finding 18, Finding 32 and Finding 37.
	Conclusion 4	Finding 41
<i>Recommendation 3: Increase investment across nutrition programming aimed at the first 1,000 days of life, providing the foundation for a continuum of development interventions that changes the lives of Sierra Leoneans across their lifespans (whereby nutrition programming targets the first 1,000 days of life through PBWs and under-twos for the next 5,000 days – school feeding targets schoolchildren and asset creation and livelihood (ACL) targets youth and adults).</i>	Conclusion 5	Finding 1, Finding 11, Finding 12, Finding 13, Finding 19, Finding 24, Finding 30, Finding 35, Finding 36 and Finding 38.
<i>Recommendation 4: Continued ACL support for farmer-based organizations should include market linkages through procurement processes/systems that align these with the needs of cash-strapped and poorly resourced smallholders.</i>	Conclusion 6	Finding 14, Finding 15, Finding 16, Finding 17, Finding 19 and Finding 34.
<i>Recommendation 5: Expand gender transformation and environment across next CSP.</i>	Conclusion 7	Finding 22, Finding 23, Finding 25 and Finding 35.

Source: Evaluation team.

Annex XII. Key informants and focus groups overview

82. Table A23 provides a list of the stakeholders that were interviewed as part of the data collection phase of this evaluation.

Table A23: KIIs during data collection phase

	Males	Females
<i>WFP CO</i>	10	8
<i>WFP Kenema sub-office</i>	5	2
<i>WFP Makeni</i>	5	1
<i>MBSSE (non-NSFS)</i>	2	0
<i>MoSW</i>	2	0
<i>MAFS</i>	7	0
<i>SLARI</i>	1	0
<i>MoHS</i>	5	4
<i>NDMA</i>	2	0
<i>NSFS</i>	8	2
<i>Food and Nutrition Directorate</i>	0	1
<i>SUN Secretariat</i>	0	1
<i>UNDP</i>	0	1
<i>UNICEF</i>	0	1
<i>IOM</i>	1	0
<i>FAO</i>	1	0
<i>SLRC</i>	1	1
<i>Barefoot Women</i>	1	0
<i>CAWEC</i>	2	1
<i>MADAM</i>	3	0
<i>Pure Heart Foundation</i>	2	4
<i>World Vision</i>	1	0
<i>German Embassy</i>	1	0
<i>Irish Aid</i>	1	1
<i>Embassy of Japan</i>	1	0
Total	62	28

Source: Evaluation team records.

83. Table A24 provides an overview of the participants of focus groups conducted as part of the data collection phase of this evaluation.

Table A24: Focus group discussions during data collection phase

	Number of FGDs	Males	Females
<i>CBT</i>	3	11	15
<i>SMCs</i>	4	22	20
<i>Cooks</i>	3	0	9
<i>MSGs</i>	5	0	43
<i>FBOs</i>	8	36	39
Total	23	69	126

Source: Evaluation team records.

84. Table A25 provides a list of the stakeholders that were interviewed as part of the data collection phase of this evaluation.

Table A25: KIIs during inception phase

	Males	Females
<i>WFP CO</i>	10	4
<i>RCO</i>	0	1
<i>NDMA</i>	5	0
<i>NSFS</i>	1	0
<i>MAFS</i>	2	0
<i>Directorate of Food and Nutrition</i>	1	0
<i>TDS</i>	1	0
Total	20	5

Source: Evaluation team records.

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Annex XIV. Acronyms and abbreviations

AAP	accountability to affected populations
ACL	asset creation and livelihood
ACR	annual country report
BR	budget revision
CBT	cash-based transfers
CCS	country capacity strengthening
CD	country director
CEQAS	Centralized Evaluation Quality Assurance System
CFM	complaints and feedback mechanism
CO	country office
CP	cooperating partners
CS	capacity strengthening
CSI	coping strategy index
CSP	country strategic plan
CSPE	country strategic plan evaluation
EQ	evaluation question
ER	evaluation report
EVD	Ebola virus disease
FAO	Food and Agriculture Organization of the United Nations
FBO	farmer-based organization
FCS	food consumption score
FFA	food for assets
FGD	focus group discussion
FSMS	Food Security Monitoring System
GAM	global acute malnutrition
GDP	gross domestic product
GEWE	gender equality and women's empowerment
HGSF	home-grown school feeding
HQ	headquarters
I-MAM	Integrated Management of Acute Malnutrition

IOM	International Organization for Migration
IPCG	Inter-Pillar Coordination Group
IVS	inland valley swamp
IYCF	infant and young child feeding (IYCF)
KII	key informant interview
LCF	local complementary foods
M&E	monitoring and evaluation
MAFS	Ministry of Agriculture and Food Security
MAD	minimum adequate diet
MAM	moderate acute malnutrition
MBSSE	Ministry of Basic and Senior Secondary Education
MDD	minimum dietary diversity
MDD-W	Minimum dietary diversity for women
MIRA	Multi Indicator Rapid Assessment
MIYCF	maternal, infant and young child feeding (MIYCF)
MIYCNH	maternal, infant and young child nutrition and health
MMF	minimum meal frequency
MoHS	Ministry of Health and Sanitation
MoU	memorandum of understanding
MSG	mother support group
mt	metric ton
MTNDP	Medium-Term National Development Plan
MUAC	mid-upper arm circumference
NBP	needs-based plan
NDMA	National Disaster Management Agency
ODA	official development assistance
OEV	Office of Evaluation
OFSP	orange fleshed sweet potato
ONS	Office of National Security
PBF	United Nations Peacebuilding Fund
PBW	pregnant and breastfeeding women
PHU	primary health unit
SAM	severe acute malnutrition
SBCC	social and behaviour change communication
SDG	sustainable development goals
SF	school feeding
SHF	smallholder farmers

SLARI	Sierra Leone Agricultural Research Institute
SLIMS	Sierra Leone's Incident Management System
SMC	school management committee
SNF	specialized nutritious food
SO	strategic outcome
SPP	stunting prevention programme
TDS	Talking Drum Studio
ToC	theory of change
ToR	Terms of Reference
T-ICSP	Transitional Interim Country Strategic Plan
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainability Development Cooperation Framework
USD	United States dollar
VNR	Voluntary National Review
VSLA	village savings and loan association
WHH	Welthungerhilfe
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review

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