



**TERMS OF REFERENCE**

REPUBLIC OF MOZAMBIQUE: AN EVALUATION OF WFP' S COUNTRY STRATEGIC PLAN (2017-2021)

**TABLE OF CONTENTS**

<b>1. Background .....</b>	<b>3</b>
1.1. Introduction.....	3
1.2. Country Context.....	3
<b>2. Reasons for the Evaluation.....</b>	<b>13</b>
2.1. Rationale .....	13
2.2. Objectives .....	14
2.3. Stakeholders and Users of the Evaluation .....	14
<b>3. Subject of the Evaluation.....</b>	<b>14</b>
3.1. WFP's Country Strategic Plan in Mozambique .....	14
3.2. Scope of the Evaluation .....	20
<b>4. Evaluation Questions, Approach and Methodology.....</b>	<b>21</b>
4.2. Evaluability Assessment.....	22
4.4. Quality Assurance .....	26
4.5. Ethical Considerations.....	26
<b>5. Organization of the Evaluation .....</b>	<b>27</b>
5.1. Phases and Deliverables.....	27
5.2. Evaluation Team Composition .....	27
5.3. Roles and Responsibilities .....	30
5.4. Communication.....	31
5.6 Budget .....	31
Annexes.....	32
Annex 1: Map of Mozambique .....	32
Annex 2: Fact Sheet.....	33
Annex 3: Timeline.....	36
Annex 4: Preliminary stakeholder analysis.....	38
Annex 5 CSP Resource Earmarking .....	43
Annex 6: Overview of reporting on log frame indicators: availability of target, baseline and follow-up data.....	44
Annex 7: Template for Evaluation Matrix .....	46
Annex 8: Line of Sight.....	48
Annex 9: Key information on beneficiaries and transfers .....	50
Annex 10: pre CSP Operations .....	56
Annex 11: Communication & Learning Plan.....	58
Annex 12: Bibliography/e-library .....	61
Annex 13: Proposed Members of the Internal Reference Group.....	62

Annex 14: Terms of Reference of the Internal Reference Group ..... 63  
Annex 15 Acronyms ..... 67

## 1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

### 1.1. Introduction

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

### 1.2. Country Context

#### Geographic, Demographic and Governance Overview

3. Mozambique covers an area of 799.380 Km<sup>2</sup> and borders Tanzania, Malawi, Zambia, Zimbabwe, South Africa, and eSwatini. The national territory is divided into 10 provinces and one Capital City with provincial status, 152 districts, 436 administrative posts and 1,217 localities. It is a republic and a multiparty democracy, with an executive president as head of state and government, who is directly elected for a five-year term and serves a maximum of two terms. He or she appoints the prime minister and Council of Ministers. General elections were held in Mozambique on 15 October 2019. Incumbent president Filipe Nyusi of FRELIMO was re-elected with 73% of the vote.

4. According to the Census<sup>1</sup> conducted in 2017, the country has a population of almost 28 million people (27,909,798), of which 52% are women and 66% live and work in rural areas. The total population has grown by 27,9% compared to the previous census (2007) and the annual growth rate is currently estimated at 2,8%. Total fertility rate<sup>2</sup> is 5.2, with no significant variations from 2007. Adolescence birth rate<sup>3</sup> declined from 167 in 2010 to 148.6<sup>4</sup> in 2017 but is still much higher than the average for the East and Southern Africa region, which is 93<sup>5</sup>. Maternal mortality rates are also quite high at 451,6 per a hundred thousand live births. Life expectancy at birth is 51 years for men and 56.5 for women. Almost half of the population (46.6%) is constituted by children below 14 years, while 3.3% is above 65. Economically active population is 53.7% and the demographic dependency ratio is 99.5<sup>6</sup>.

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<sup>1</sup> <http://www.ine.gov.mz/iv-censo-2017>

<sup>2</sup> Average number of children per women during her reproductive life (15-49 years)

<sup>3</sup> Birth per thousand women age 15-19

<sup>4</sup> Source: <http://www.hdr.undp.org/en/countries/profiles/MOZ>

<sup>5</sup> <https://www.unfpa.org/data/demographic-dividend/MZ>

<sup>6</sup> <http://www.ine.gov.mz/iv-censo-2017>. The dependency ratio is a measure of the number of dependents aged zero to 14 and over the age of 65, compared with the total population aged 15 to 64. A ratio of 99.5 means that out of a hundred people, there are approximately 99 who depend on others to support their expenses.

5. There has been progress in the number of AIDS-related deaths since 2010. However, in 2018 the prevalence of HIV was still 12.6 percent, one of the highest in the world, and women were disproportionately affected by HIV: out of the 2 million adults living with HIV, 1,2 (60%) were women<sup>7</sup>.

#### Macroeconomic Overview, Poverty and Inequality

6. The economy of Mozambique is largely driven by the primary sector, mostly agriculture and fisheries that constituted 25% of GDP in 2018<sup>8</sup> and absorbed 66.8% of the work force in 2017<sup>9</sup>, but the country is a net food importer, with 5% of total imports in 2016. Since 2010, the extractives industries have been playing an increasingly important role in the country's economy, reaching 6.9% of GDP in 2016 (from about 2% in 2010). The Services sector's contribution to GDP increased from 54.2% in 2000 to 55.4% in 2016 on the back of public sector expansion, increased urban consumption and services to megaprojects<sup>10</sup>.

7. Mozambique's real GDP growth was estimated to drop to 3.5 percent in 2018. The ADB explains that this dramatic decline was the result of decreased public investment and a 23 percent decrease in foreign direct investment from 2015 to 2017 triggered by the impact of undisclosed debts. The government's eventual disclosure, in 2016, of more than US\$ 1 billion debt in secret led the International Monetary Fund (IMF) and major donors to freeze or reduce aid to the country, forcing the government to implement austerity measures to reduce its public debt (ADB, 2019). The decreased public investment and foreign direct investment led to a series of austerity measures to government budget affecting many public sectors in the country particularly linked to food and nutrition security related programmes. A recent IMF forecast, however, stipulates that Mozambique's real GDP growth is expected to jump to 11.1 percent by 2023 due to the anticipated start of natural gas exploration in the north of the country<sup>11</sup>.

8. Mozambique is a low-income country with a Gross National Income per capita of USD 460. In the 2019 Human development index it ranked 180st out of 188 countries. Despite an average annual real GDP growth above 7% for the last two decades, poverty is still pervasive while inequality is increasing, as illustrated by the deteriorating trend of the Gini coefficient over the last 13 years from 0.4 (1996) to 0.47 (2015) and 0.54 (2019)<sup>12</sup>. The headcount poverty ratio fell from 60.3 percent in 2002/03 to 58.7% percent in 2008/09, but in 2014/15 was still to 48.4 percent in 2014/15. As illustrated in table 1, poverty rates are significantly higher in rural areas, where the majority of the population lives<sup>13</sup>.

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<sup>7</sup> UNAIDS Country Profile Mozambique <https://www.unaids.org/en/regionscountries/countries/mozambique>

<sup>8</sup> Mozambique Country Profile, World Bank.

[https://databank.worldbank.org/views/reports/reportwidget.aspx?Report\\_Name=CountryProfile&Id=b450fd57&tbar=y&d=y&inf=n&zm=n&country=MOZ](https://databank.worldbank.org/views/reports/reportwidget.aspx?Report_Name=CountryProfile&Id=b450fd57&tbar=y&d=y&inf=n&zm=n&country=MOZ)

<sup>9</sup> <http://www.ine.gov.mz/iv-censo-2017>

<sup>10</sup> ADB Mozambique Country Strategy paper 2018-2022

[https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE - CSP 2018-2022\\_Final\\_.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE_-_CSP_2018-2022_Final_.pdf)

<sup>11</sup> [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE - CSP 2018-2022\\_Final\\_.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE_-_CSP_2018-2022_Final_.pdf)

<sup>12</sup> idem

<sup>13</sup> The table illustrates the national poverty line and the international poverty line. The first is based on the value of a minimum level of consumption necessary for short- and long-term physical well-being. Under this method, households not deemed poor have consumption levels that are enough to meet their basic food needs and other non-food essential expenditures. The international poverty line defines a threshold of 1.9 USD per day. For more details on poverty assessment and measurement methodologies in Mozambique refer to "Mozambique Poverty Assessment 2018" <http://documents.worldbank.org/curated/en/377881540320229995/Overview>

**Table 1: Poverty headcount ratio for national poverty line and US\$1.9 PPP poverty line**

Table 1 Poverty headcount ratio for national poverty line and US\$1.9 PPP poverty line			
	2002/03	2008/09	2014/2015
National	60.3%	58.7%	48.4%
Urban	41.7%	41.1%	32.0%
Rural	69.0%	66.4%	56.0%
US\$1.9 PPP poverty line	78.5%	67.9%	62.9%

Source: World Bank using IOF-2002/03, IOF-2008/09 and IOF-2014/15

9. Owing largely to the rapid growth in population, the absolute number of poor people in Mozambique has increased over time despite the decline in the overall poverty rate, as illustrated in table 2.

**Table 2: Total Number of poor (in thousands)**

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	2002/03	2008/09	2014/2015
National	11,032	12,647	12,336
Urban	2,450	2,688	2,584
Rural	8,582	9,959	9,752

Source: World Bank using IOF-2002/03, IOF-2008/09 and IOF-2014/15

### Agriculture

10. Although a major employer, Mozambique's agriculture sector is characterized by subsistence farming with very low productivity. The country has 36 million hectares of arable land, of which only approximately 15% is in use. More than 99% of the agricultural land is made up of holdings of less than 10 hectares, and most of the land is administered according to customary rules. There have been land conflicts between small rural landowners and large investors, as well as between large investors and communities as a result of land tenure disputes and irregular implementation of resettlements. As reported in the Household Budget Survey conducted by the Ministry of Economy and Finance of Mozambique in 2015, 83.1% of labour force involved in agriculture, forestry and fishing are women<sup>14</sup>. They have smaller plots and use less fertilizers, pesticide and machinery; they experience more difficulties in access to and control over cash, land and livestock and are under-represented in farmers' organizations<sup>15</sup>.

11. Smallholder farmer yields are very low due to limited or no access to agricultural extension services, as well as to improved inputs, in addition to significant post-harvest losses<sup>16</sup>. Although in absolute terms agricultural production increased remarkably over time, output increases are mainly a result of the expansion of cultivation areas, rather than increases in productivity. An analysis conducted by the African Development Bank suggests that to facilitate agriculture integrated development it is crucial to promote land tenure reforms, infrastructure that provides market access, climate resilience, as well as promoting the enabling environment by strengthening contract farming and out-grower schemes, linking smallholders to the value chains of large commercial farms and processing industries<sup>17</sup>. The Zero Hunger Strategic Review affirms that the link between agricultural research and extension work is weak, resulting in a poor transfer of technologies; it also suggests that given the diversity of its agro-ecological areas and regional cultivation patterns, Mozambique needs a greater number of agricultural researchers and experts.

<sup>14</sup> <http://www.ine.gov.mz/operacoes-estatisticas/inqueritos/inquerito-sobre-orcamento-familiar/iof-2014-15-relatorio-do-modulo-da-forca-de-trabalho/view>

<sup>15</sup> WFP, Mozambique Country Strategic Plan, 2017-2021.

<sup>16</sup> Carrillho J. Abbas, M, Junior, A. Chidassica, J & Mosca, J: Food Security and Nutrition Challenges in Mozambique, Observatorio do Meio Rural. <https://newgo.wfp.org/documents/mozambique-strategic-review>

<sup>17</sup> ADB Mozambique Country Strategy paper 2018-2022

[https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE\\_-\\_CSP\\_2018-2022\\_Final\\_.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE_-_CSP_2018-2022_Final_.pdf)

### Climate Change and Vulnerability

12. Mozambique ranks third among African countries most exposed to multiple weather-related hazards and suffers from periodic cyclones, droughts, floods, and other related natural disasters. Drought occurs primarily in the southern region, with a frequency of seven droughts for every 10 years. Floods occur every two to three years, with higher levels of risk in the central and southern regions. According to several studies, climate change is likely to worsen current climate variability, leading to more intense droughts, unpredictable rains, floods and uncontrolled fires. Mozambique was greatly affected by upstream river use in the Zambezi and the construction of the Kariba Dam in 1959. Studies and future models predict a 15 percent reduction in the flow of the Zambezi River but a 25 percent increase in the magnitude of large flood peaks along the Limpopo and Save Rivers<sup>18</sup>. In March and April 2019, Mozambique was hit by two tropical cyclones, Idai and Kenneth, resulting in loss of life, injury and illness, destruction of livelihoods and infrastructure.

### Food and Nutrition Security

13. The ZHSR refers to the reduction of chronic malnutrition as a key goal of the government of Mozambique and identifies low income and food insecurity as the main causes of malnutrition. In the 2016 Global Hunger Index Mozambique ranked 102<sup>nd</sup> of 118 qualifying countries and in 2019 it ranked 96<sup>th</sup> out of 117. With a score of 28.8, Mozambique suffers from a level of hunger that is considered "serious"<sup>19</sup>. In fact, over 1.6 million people face severe acute food insecurity, according to the most recent IPC analysis<sup>20</sup>. Chronic malnutrition rates are high, particularly among children, and are higher in rural areas than in urban areas, increasing from the South to the North (reaching 50%), i.e., from the areas of greater consumption to those of greater production; from the more vulnerable areas to those most favourable for production; from the poorest to the richest areas in terms of natural resources. This pattern is consistent with other indicators of regional imbalances in terms of poverty and consumption levels, and economic and social infrastructures<sup>21</sup>. Figure 1 and 2 illustrate the food and nutrition insecurity situation by region.

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<sup>18</sup> IASC Operational Peer Review of the UN Interagency Humanitarian Response in Mozambique, June 2019.

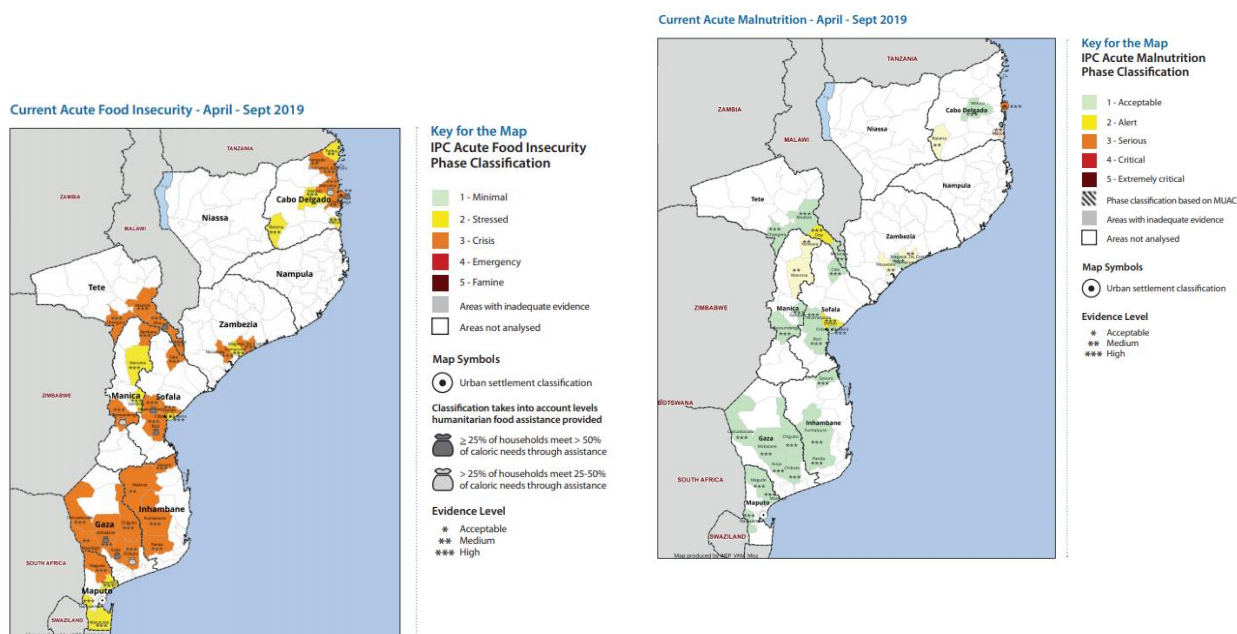
<sup>19</sup> <https://www.globalhungerindex.org/mozambique.html>

<sup>20</sup> WFP Mozambique Country Brief, Sept. 2019

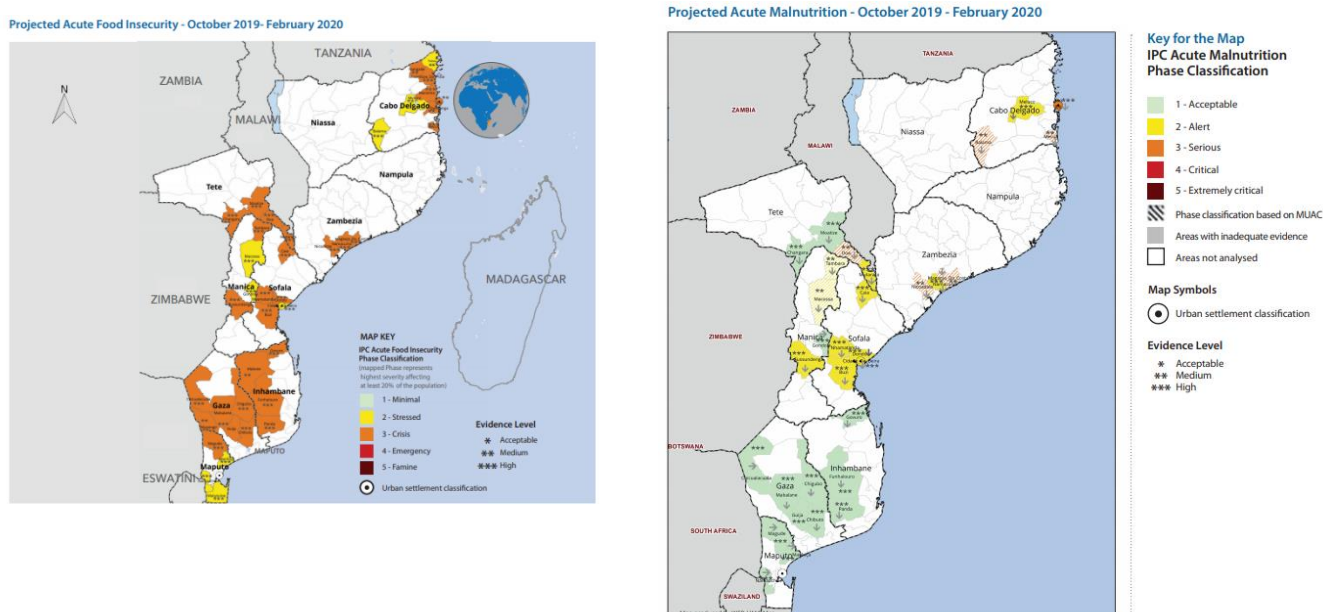
<https://docs.wfp.org/api/documents/257dac8e7fdb437eb75d0c5293194fe7/download/>

<sup>21</sup> Carrillho J. Abbas, M, Junior, A. Chidassica, J & Mosca, J: Food Security and Nutrition Challenges in Mozambique, Observatorio do Meio Rural. <https://newgo.wfp.org/documents/mozambique-strategic-review>

**Figure 1. Acute Food and Nutrition Insecurity Situation (April – September 2019)**



**Figure 2 Projections October 2019 – February 2020**



Source: IPC website, map extracted on (10/12/2019) from July 2019 Report

14. UNICEF has listed Mozambique in a category of countries with “low underweight prevalence but unacceptably high stunting rates”. Undernutrition in Mozambique is fuelled by high rates of chronic food insecurity and is associated with underlying causes of poor dietary diversity, low meal frequency, poor feeding practices, and high levels of disease. Data from the 2011 DHS shows that stunting is more prevalent in Nampula (55%) and Cabo Delgado (53%) provinces, provinces with some of the lowest gross domestic product (GDP) per capita. The lowest stunting prevalence are

in Maputo Province and City (23% each). However, stunting prevalence has decreased in Nampula and Cabo Delgado and has increased in Maputo Province and City. Similarly, between 2011 and 2013, stunting prevalence in rural areas decreased from 46% to 45% but increased in urban areas from 35% to 39%.<sup>22</sup> The 2019 UNICEF State of the World's Children reports estimates the average stunting in Mozambique between 2013 and 2018 at 43%. Given the demographic growth, the overall number of stunting children has increased<sup>23</sup>.

15. The Cost of Hunger in Africa analysis for Mozambique found that 10.94% of GDP is lost every year because of stunting. Stunted children complete 4.7 years less of schooling and stunted adults earn less annually than their non-stunted peers. Pregnant women and girls who were stunted as children, are more likely to deliver infants with a low birth weight (<2500g) and to experience life-threatening complications during pregnancy and delivery<sup>24</sup>.

## Education

16. Mozambique has shown its commitment to education. It has abolished school fees, provided direct support to schools and free textbooks at the primary level, as well as made investments in classroom construction, leading to a significant rise in primary school enrolment over the past decade. Yet quality and improvement in learning has lagged. Also, enrolment stagnates in upper primary and secondary despite increased provision. About 1.2 million children are out of school, more girls than boys, particularly in the secondary age group. A 2014 World Bank survey showed that only 1 per cent of primary school teachers have the minimum expected knowledge. Absenteeism among teachers is high and about half of enrolled students are absent on any given day.<sup>25</sup>

17. Data from the HDR show that in 2018 Government expenditures on education were 6.5% of GDP<sup>26</sup>. The ZHSR of Mozambique is consistent with UNICEF analysis when it states that although there has been an increase in health and education infrastructure over the years, "there are signs that the quality, in both sectors, is lagging behind the quantitative development and the concentration of infrastructures is greater in urban areas than in rural areas".

18. As a result of these challenges, illiteracy rates in Mozambique are still quite high with a major territorial and gender divide. The national census conducted in 2017 shows that illiteracy rate in rural areas is 50.7% while in urban areas is 18.8%. Similarly, the national illiteracy rate for women is 12 points higher than for men: 49.4 versus 27.2. This divide is even bigger in rural areas where illiteracy rate for women is 62.4% while for men is 36.7%.

## Gender

19. Mozambique has been pursuing a female empowerment agenda and achieved commendable progress, but gender inequalities persist. The country has supported the promotion of women in government; passing laws and regulations for woman; launching campaigns to raise awareness of women's rights; and promoting gender parity in education. As a result of these initiatives, the proportion of women in leadership positions has increased to 39.6%

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<sup>22</sup> UNICEF Evaluation Office "Reducing Stunting in Children Under Five Years of Age: A Comprehensive Evaluation of UNICEF's Strategies and Programme Performance – Republic of Mozambique Country Case Study", , New York, 2017.

<sup>23</sup> <https://www.unicef.org/media/63016/file/SOWC-2019.pdf>

<sup>24</sup> <http://www.setsan.gov.mz/wp-content/uploads/2018/07/Estudo-COHA.pdf>

<sup>25</sup> Education Situation in Mozambique, UNICEF Mozambique website. Visited 10 January 2020.

<https://www.unicef.org/mozambique/en/education>

<sup>26</sup> UNDP, Human Development Report 2018



of women in parliament, one of the highest figures in Africa and worldwide<sup>27</sup>. Nevertheless, Mozambique scores very low on the Gender Inequalities Index ranking 180th out of 189.

20. The main challenges include: (i) reducing maternal mortality, currently at 489, along with the improving of universal access to sexual and reproductive health services, including for the prevention of HIV AIDS. (ii) efforts to guarantee girls retention, progression and success in primary and secondary school levels; (iii) ensure greater access for women to productive resources, in particular land and finance, aimed at reducing poverty levels; and (iv) provide access to employment, water and sanitation and ensure access to food to increase nutrition levels<sup>28</sup>.

### Humanitarian Situation and Protection

21. The year 2018 witnessed the geographic spread and intensification of attacks by armed insurgents in the northern province of Cabo Delgado. WFP initiated an emergency response, providing food assistance to populations affected by the conflict. Other salient contextual developments in 2018 included prolonged dry spells affecting the southern and central provinces and a tropical depression which caused flooding in Niassa, Nampula and Cabo Delgado. The peace process between the Government of Mozambique and the opposition party RENAMO continued. While the country remained relatively stable and peaceful, the attacks by un-identified armed groups in the northern region of Cabo Delgado evolved into a serious security threat.

22. Following the two cyclones of 2019, an estimated 2.2 million people required urgent assistance (1.85 million people due to Cyclone Idai and 374,000 people due to Cyclone Kenneth), on top of 815,000 people already in need due to an ongoing drought. Cyclone Idai hit the central region of Mozambique (Sofala, including its capital Beira; Manica; as well as Zambezia and Tete), leaving an estimated 3,000 km<sup>2</sup> of land submerged and more than 240,000 houses damaged. Subsequently, Cyclone Kenneth struck the northern region including Cabo Delgado, destroying more than 45,300 houses. Entire swathes of crops were damaged – with nearly 500,000 hectares flooded – and there was severe loss of livestock, exacerbating food insecurity across the central region of the country.

23. Women and girls have faced particular protection challenges in the wake of the two cyclones. For example, they are often at a greater distance from water collection points, sanitation facilities and health centres, which may be in unsafe locations, exposing them to additional protection threats such as sexual and gender-based violence (SGBV). With the destruction of health facilities, pregnant women have faced limited access to support for delivering their babies safely. It was estimated that more than 75,000 cyclone-affected women were pregnant, with more than 45,000 live births expected in the six months following the disaster. Girls are more likely to miss out on school following the damage wrought to schools and learning materials following the cyclones. Though their vulnerabilities are both extensive and multi-sectoral, funding to address the complex needs of women and girls falls far short<sup>29</sup>. It should also be noted that, according to the 2017 Census, in Mozambique there are 727,620 people with some form of physical or mental disability who are particularly vulnerable in an emergency and require special protection.

24. Following consultations with the Inter-Agency Standing Committee (IASC) Principals and the Government of Mozambique, the Emergency Relief Coordinator (ERC) formally declared a Humanitarian System-Wide Scale-Up Activation (which replaces the previous “L-3” system-wide

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<sup>27</sup> Idem

<sup>28</sup> ADB Mozambique Country Strategy paper 2018-2022 pag. 7;

[https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE\\_-\\_CSP\\_2018-2022\\_Final\\_.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/MOZAMBIQUE_-_CSP_2018-2022_Final_.pdf)

<sup>29</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/bn-cyclone-food-crisis-gender-mozambique-120719-en.pdf>

activation definitions and procedures) for a period of three months, then extended to seven<sup>30</sup>, to mobilise an inter-agency mobilization mechanism in response. A joint Inter Agency Humanitarian Evaluation of the response in Mozambique is ongoing, under the coordination of OCHA, and the final evaluation report will be available by the end of July 2020.

25. In Mozambique, from March 23 to 2 August 2020, there have been 1,907 confirmed cases of COVID-19 with 12 deaths<sup>31</sup>. The Mozambican Government has declared a national State of Emergency, which will remain in place until 30 September<sup>32</sup>. The destruction caused by back-to-back disasters and the impact of COVID-19 is escalating an already alarming food security situation and is exhausting families' coping capacities. Low income urban populations and smallholder rural farmers and fisherman are particularly vulnerable to heightened food insecurity. At the same time, global disruptions in trade will affect food supply, resulting in lower production, higher import costs and increased prices of food in the markets. To mitigate the impacts of COVID-19, WFP is sustaining and scaling up its operations including: Three-month unconditional mobile money transfers to the most vulnerable households living in urban and semi-urban areas where COVID-19 socio economic impacts compound risk of social unrest; food assistance for people in COVID-19 isolation and treatment centres; scaling up take home rations to children; and expanding nutrition support activities<sup>33</sup>.

### Refugees and Asylum Seekers

26. At the end of 2018, Mozambique was hosting some 50,020 people of concern to UNHCR, including 4,910 refugees, 21,140 asylum-seekers, 8,850 returnees and 15,130 IDPs. Most of the refugees and asylum-seekers were from the Democratic Republic of the Congo.

### National Policies and the SDGs

27. The Government of Mozambique adopted the 2030 Agenda and Sustainable Development Goals on September 2015. The SDGs are being implemented in the framework of a set of strategies and plans, whereby the overarching framework is the Government Vision 2025. Although this vision was formulated prior to the endorsement of the SDGs, it contains some of its key pillars. These include prioritizing investment in education and health services in order to improve basic living standards. Particularly, the Vision is focused on the expansion of health infrastructure, the sustainable management of health units, the fight against major endemic diseases (HIV/AIDS, tuberculosis and malaria), and the training of health staff. In relation to education, focus is placed on the expansion of basic education, on strengthening secondary education, on community participation in the educational processes, expansion of adult literacy and on technical and vocational training.

28. The 2025 Vision also aims at strengthening social cohesion, national peace and stability consolidation, promotion of social justice, access and ownership of land by communities and households, improvement of management by promoting increased articulation between the various actors in the field of land management, and promotion of pro-active policies for the effective participation of women and youth.

29. The strategic measures prescribed in the domain of macroeconomic policy aim at strengthening the State's role in the economy, while the industrial sector is looked at under the

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<sup>30</sup> 28 March 2019- 20 October 2019

<sup>31</sup> <https://covid19.who.int/region/afro/country/mz>

<sup>32</sup> <https://unwfp.maps.arcgis.com/apps/opsdashboard/index.html#/db5b5df309ac4f10bfd36145a6f8880e>

<sup>33</sup> WFP Global Response to COVID-19: June 2020

perspective of generating multiplying effects in the economy, ensuring competitiveness and modernisation of companies, stressing the role of small and medium companies in the national picture. The informal sector is equated under a perspective of legalisation and provision of incentives for integration into the formal sector.

30. This Vision and the other relevant government plans and strategies have been aligned to the SDG since the endorsement of the Agenda 2030 and a National Reference Group of the SDGs was established – representing all national development actors (Government, Civil Society, parliamentarians, private sector, academia, national association of municipalities, international partners, etc.). Moreover, the National Framework for SDG Indicators was developed, which consisted of selecting indicators in each SDG and starting the process of setting targets by 2030.

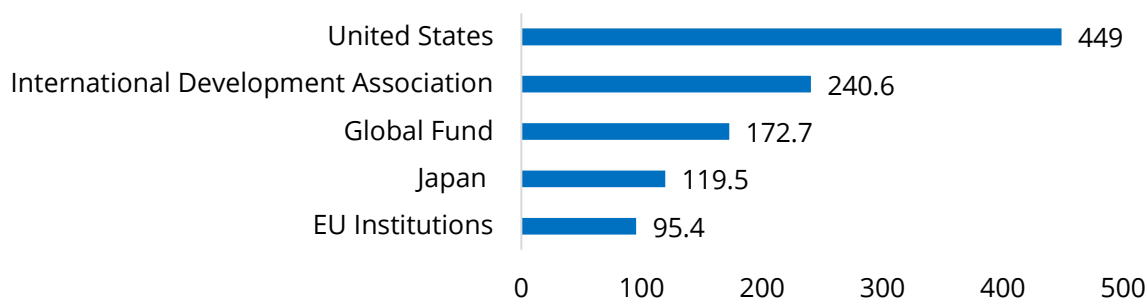
31. The five-year Government Program (2015-2019) is also aligned to the 2025 Vision and the SDG. It recognizes food and nutrition security as key priorities emphasizing the importance of improved access to food, living conditions and the development of human capital. The Government's Operational Plan for Agricultural Development (2015-2019) also aims to enhance food sovereignty by strengthening value chains, public-private partnerships and farmers organizations. The Master Plan for the Prevention and Mitigation of Natural Disasters is complemented by the National Climate Adaptation and Mitigation Strategy and by the Government Disaster Contingency Plan. The National Strategy for Basic Social Security aims to improve the coverage and management of social protection programmes. There is also a National Food Fortification Strategy.

32. More recently, the Government designed a National Food Security and Nutrition Strategy with WFP and FAO support (ESAN III 2020-2030). This lays out a policy and strategic vision and identifies the institutional mechanisms for implementation. The policy vision is articulated around six pillars: i) Political commitment, alignment and coherence among national policies, strategies and programmes; ii) Institutional consolidation and decentralization; iii) strengthening the Country's legal and regulatory frameworks; iv) Financing and resource mobilization; v) strengthening national capacities and vi) knowledge management, communication and visibility. The strategic vision includes ten thematic areas: i) Agriculture and small holder farmers; ii) health; iii) land, environment and rural development; iv) education and human development; v) industry and commerce; vi) economy and finance; vii) gender, children and social action; viii) fishery and aquaculture; ix) public works, housing and water resources and x) youth and sport. The institutional mechanisms for implementation are focused on strengthening intersectoral coordination and multi-stakeholders' participation.

### **International Development Assistance**

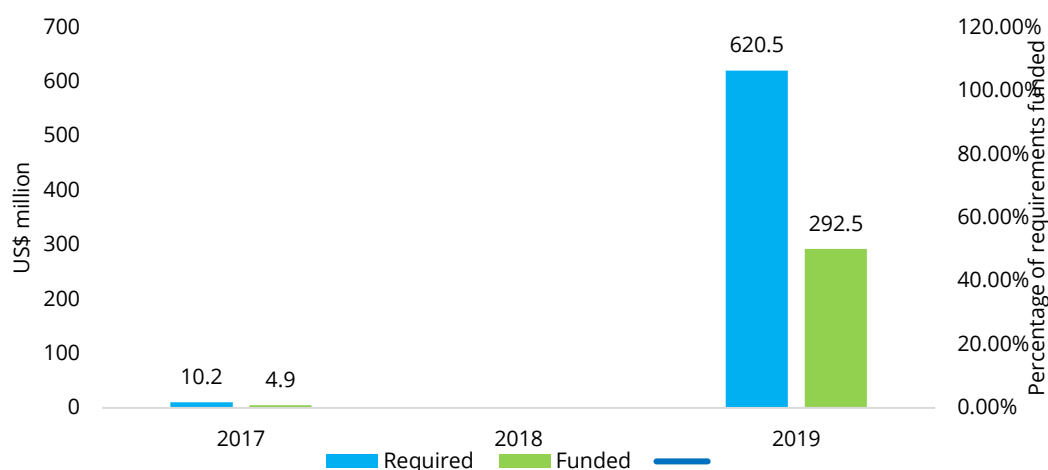
33. During the period 2016-2019, Mozambique has received a yearly average over US\$ 1 billion net Official Development Assistance (ODA). Between 2015 and 2017 the proportion of net ODA as a share of GNI increased from 12.5 to 14.9. The top five ODA funding sources in 2016 and 2017 are USA, International Development Association, Global Fund, Japan and EU. Main humanitarian donors have comprised USA, United Kingdom, Central Emergency Response Fund, Sweden and the Government of Mozambique.

**Figure 3 - Top 5 donors of Gross ODA for Mozambique 2016-2017 average USD million**



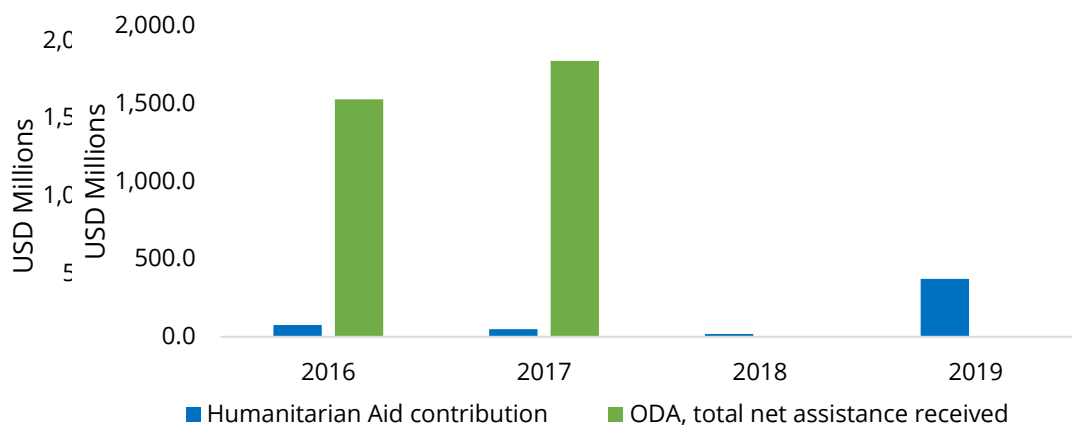
Source: OECD website, data extracted on 23/12/19

**Figure 4: Funding against response plans and appeals, Mozambique (2017-2019)**



Source: OCHA FTS website, data extracted on 23/12/19

**Figure 5: ODA and Humanitarian funding Mozambique (2016-2019)**



## United Nations Development Assistance Framework

34. Mozambique was one of the first eight “Delivering as One” (DAO) Countries. In this context, the United Nations Development Assistance Framework (UNDAF 2017-2020<sup>34</sup>) for Mozambique represents the key UN strategy document framing its contribution to the Government’s national development priorities and actions as laid out in the Government Five Year Plan known as the PQG (Plano Quinquennial Do Governo 2015-2019). The UNDAF brings together the United Nations Agencies and the Government of Mozambique around joint strategic objectives addressing interconnected and multi-dimensional root causes of development challenges, focusing on high impact, multi-sectoral interventions.

35. The 21 UN Agencies Funds and Programmes working in Mozambique focus on common goals, but each organization has a unique mandate and utilises different combinations in approach to deliver their programmes. These modes of work include technical cooperation, policy development, project-based implementation, partnerships, emergency response and information & advocacy. The UN’s work is focused on Four Pillars with the *People* Pillar being the most significant area of cooperation. The other Pillars include *Prosperity*, *Peace* and *Partnership*. Under these Pillars lie ten UNDAF Outcomes in the following areas: i) Food Security and Nutrition; ii) Economic Transformation; iii) Education; iv) Gender; v) Social protection; vi) Health; vii) Youth; viii) Governance; ix) Natural resource management and x) Climate Change and Disaster Management. The planned UNDAF programme budget for the four-year period 2017-2020 was originally costed at just over USD 704 million.

36. An evaluation of DAO in Mozambique was conducted in 2010. While recognizing that substantial progress had been made in terms of economies of scale, bargaining power, transaction efficiencies and costs savings through harmonization and common services, the evaluation also pointed at persisting challenges to reduce fragmentation, duplication, lack of focus, and competition between the agencies for funding<sup>35</sup>.

## **2. Reasons for the Evaluation**

### **2.1. Rationale**

37. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO’s new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in June 2021.

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<sup>34</sup> The UNDAF cycle was extended until 2021 following the cyclone emergency in 2019.

<sup>35</sup> Delivering as One, Country Led Evaluation, 2010. <https://erc.undp.org/evaluation/documents/download/4778>

## **2.2. Objectives**

38. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing WFP's future engagement in Mozambique and 2) provide accountability for results to WFP stakeholders.

## **2.3. Stakeholders and Users of the Evaluation**

39. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are: the WFPs country office, regional Bureau of Johannesburg (RBJ) and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Mozambique, local and international NGOs and the UN Country Team and WFP Office of evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

40. Key stake holders at country level, including beneficiaries, national Govt. and civil society institutions as relevant, international development actors present in the country, including UN system, international financial Institutions and key donors.

## **3. Subject of the Evaluation**

### **3.1. WFP's Country Strategic Plan in Mozambique**

41. WFP has operated in Mozambique since 1977, strengthening the government's capacity and providing food, nutrition and livelihood assistance to the most vulnerable communities. Prior to the current CSP, WFP response in Mozambique was implemented through separate projects, each with their own focus but collectively aiming at promoting human and social development, enhance market access and improve disaster risk management.

42. These include Country Programme 200286, PRRO 200355, SO 200814, and the 3 months EMOP 201067. CP 200286, focused on strengthening safety nets systems in the most vulnerable, disaster-prone and food-insecure areas of the country, supporting existing government programmes. Specific activities included supporting the home-grown school feeding programme; strengthening social protection and nutrition services; and improving food security information for disaster risk reduction. With PRRO 200355 "Assistance to Vulnerable Groups and Disaster Affected Populations in Mozambique WFP provided response to emergency needs, with emergency and early recovery activities targeting disaster-affected households, as well as refugees and asylum seekers, focusing also on strengthening the capacity of the government for emergency preparedness and response.

43. In addition, following the El-Nino induced drought that hit southern Africa in 2016, WFP provided through its Country Programme (CP) and the Protracted Relief and Recovery Operation (PRRO) a combination of Food Assistance for Assets activities, general food distributions, emergency school meals and treatment of moderate acute malnutrition. Following a request for support from the government, WFP established Special Operation 200814 "Provision of Logistics and Emergency Telecommunications Support to Humanitarian Emergency Operations in Flood Affected Areas of Mozambique" to support the Institute for Disaster Management-led response. Finally, in response to cyclone Dineo which affected the country in February 2017, EMOP 201067

“Food Assistance to Flood Affected People in Inhambane and Gaza Provinces” provided support through food-for-assets schemes. An overview of pre-CSP operations is illustrated in Annex 9.

44. Evaluations of WFP’s operations in Mozambique conducted in 2014 and 2015<sup>36</sup> concluded that the portfolio was aligned with WFP and government priorities and relevant to people’s needs. Key recommendations pointed at the need for WFP to focus more on capacity development and technical support by building on its recognized strengths, namely: emergency response, disaster risk reduction, social protection, school feeding and logistics. They also point out that WFP should focus on the prevention of chronic malnutrition other than emergency response, enhance its monitoring and evaluation capacities and operationalize its gender-transformative approach throughout the portfolio. In response to these evaluations, the country office has started to shift from direct implementation to support for the Government in taking over and developing zero hunger programmes, while retaining its ability to respond to disasters when government capacities are surpassed.

45. The NZHSR and stakeholders’ consultations conducted to inform the design of the current CSP recommended that WFP focus on the following areas, with due attention to gender equality:

- ✓ continue playing a lead role in humanitarian responses while building the government’s response capacities;
- ✓ strengthen resilience to climate change and national disaster preparedness and management capacities where there are financial, technical and human resource constraints, particularly at decentralized levels;
- ✓ enhance the responsiveness to shocks and zero hunger requirements of national social protection programmes, enabling them to scale up rapidly during crises and to maximize their contribution to food and nutrition security;
- ✓ translate policy into action at the community level through increased consultation with communities with a view to developing locally relevant solutions – WFP can draw on its field and operational presence to support these efforts;
- ✓ strengthen smallholder farmers’ engagement in agricultural markets, reinforcing the government’s support and prioritizing demand-side elements of the value chain; and
- ✓ address chronic malnutrition to reduce stunting, in line with national priorities.

46. The Mozambique CSP 2017-2021 adopted these recommendations, placing emphasis on capacity strengthening at national and local level, while continuing to play a lead role in humanitarian response. In so doing, the CSP also shifts from food transfer to cash-based transfer. The results framework is focused on resilience building, root causes of food and nutrition insecurity and crises response; it was originally articulated in 6 strategic outcomes, 17 outputs and 7 activities. In March 2019 a major budget revision introduced a new Strategic Outcome (7), and Activities 8, 9, 10 and 11, related to the provision of humanitarian services in response to the emergency generated by cyclone Idai. WFP also collaborates with UNHCR in assisting 8,444 refugees and asylum seekers in Nampula with food rations, and coordinates implementation of a refugee livelihoods programme in the camp. Table 3 provides a general overview, for the detailed CSP line of sight see Annex 8 and for details on beneficiaries and transfers see Annex 9.

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<sup>36</sup> Protracted relief and recovery operation 200355, country programme 200286 and trust fund 200574

**Table 3: Overview of Focus Areas, Strategic Outcomes, Activities and Modalities of Intervention**

Tale 3 Overview of Focus Areas, Strategic Outcomes, Activities and Modalities of Intervention			
Focus Area	Expected Outcomes	Activity	Modality
Resilience Building	<u>Outcome 1.</u> <i>Households in food insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock</i>	<u>Activity 1</u> <i>Provide capacity strengthening to prepare for, respond to and recover from weather-related shocks, to the government at national, subnational and community levels</i>	Capacity Strengthening
		<u>Activity 2</u> <i>Provide technical assistance in making social protection programmes shock-responsive and hunger –sensitive, to the government</i>	Capacity Strengthening
	<u>Outcome 6</u> <i>Humanitarian and development partners in Mozambique are supported by efficient and effective supply chain and ICT services and expertise</i>	<u>Activity 7</u> <i>Provide supply chain services to humanitarian and development partners</i>	Service Delivery and Capacity Strengthening
Root Causes	<u>Outcome 3</u> <i>Children in chronically food insecure areas have access to nutritious food throughout the year</i>	<u>Activity 4</u> <i>Strengthen the capacity of the government bodies responsible for the national home-grown school feeding programme</i>	Service delivery and Capacity Strengthening
	<u>Outcome 4</u> <i>Targeted people in prioritized areas of Mozambique have improved nutritional status in line with national targets by 2021</i>	<u>Activity 5</u> <i>Provide capacity strengthening and technical assistance to government entities implementing the national strategy to combat stunting and micronutrient deficiencies</i>	Capacity Strengthening
	<u>Outcome 5</u> <i>Targeted smallholder farmers in northern and central Mozambique have enhanced livelihoods by 2021</i>	<u>Activity 6</u> <i>Enhance the aggregation, marketing and decision-making capacities of smallholder farmers, with focus on women</i>	Capacity Strengthening



Crisis Response	<u>Outcome 2</u> <i>Shock affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis</i>	<u>Activity 3</u> <i>Provide cash and/or food transfers to vulnerable households affected by crisis</i>	Food/CBT and Capacity Strengthening
	<u>Outcome 7</u> <i>Government and humanitarian partners in Mozambique have access to effective and reliable services during times of crisis.</i>	<u>Activity 8</u> <i>Provide services through the Logistics Cluster to government and other humanitarian and development partners</i>	Service delivery
		<u>Activity 9</u> <i>Provide Emergency Telecommunications Cluster services to government and other humanitarian and development</i>	Service Delivery
		<u>Activity 10</u> <i>Provide humanitarian air services to government and other humanitarian and development partners</i>	Service delivery
		<u>Activity 11</u> <i>Provide accommodation, transport and other services as required to humanitarian and development partners</i>	Service Delivery

Source OEV, based on CSP Line of Sight.

47. This shift is exemplified, among other initiatives, by the support to the National School Feeding Programme (PRONAE<sup>37</sup>) to enhance the capacity of the Ministry of Education to manage the scaled-up programme sustainably, whereby direct implementation by WFP is meant to gradually decrease as the ministry assumes greater responsibility. WFP support to PRONAE is part of the trilateral South-South cooperation programme between the Government of Brazil, the Government of Mozambique, WFP Centre of Excellence against Hunger and Mozambique country office. Moreover, an agreement signed between the Mozambican government, the World Food Programme and Russia guarantees the conversion of a debt from Mozambique to Russia in funding for development programmes. As a result, PRONAE should receive investments until 2021 to expand its reach to 300 schools.

48. Moreover, WFP jointly designed a 5-year development programme (2013-2018) with IFAD, FAO and the Government, funded by the Government and European Union. This joint programme was intended to accelerate progress towards the Millennium Development Goal 1C target to “Halve, between 1990 and 2015, the proportion of people who suffer from hunger. The final joint evaluation of this programme is in its final reporting stage.

49. A midterm review of the CSP was recently conducted internally by a WFP consultant. The review assessed the extent to which WFP is on course to bring about strategic changes in supporting the introduction of innovations and best practices into national integrated food security and nutrition analysis, maximizing the quality of emergency responses, enhancing recovery assistance and climate change resilience, and optimizing government capacities for

<sup>37</sup> Programa Nacional de Alimentacao Escolar. Aiming to contribute to reducing food and nutritional insecurity and to maximizing the impact of school feeding on Mozambican educational indicators, PRONAE was established in 2013 and was implemented in 12 schools until 2015 as a pilot experience. Currently, the programme is being implemented in 70 schools.

emergency preparedness and response, as well as shock-responsive social protection at the national and decentralized levels.

50. The MTR overall conclusions on the activities reviewed state that through the CSP WFP demonstrated that is capable of designing and implementing a portfolio of interventions which are consistent with the government's long-term development priorities, policies and programmes, and appropriate in addressing the most immediate needs of food insecure households. Significant progress is also reported in relation to the promotion of gender equality and the empowerment of women, particularly through the Gender Transformative Programme implemented in 2018. On the other hand, the MTR points at some challenges related to the accountability to affected population, to results based monitoring and reporting and to external coordination, particularly as relates to capacity strengthening work.<sup>38</sup> The MTR will be a useful secondary source of information for the CSPE and it will contribute to fine tune the scope of the evaluation while providing an additional reference for triangulation during the analysis and validation of data.

### Funding and Budget Revisions

51. The original budget of the CSP was based an overall Needs Based Plan (NBP) of USD 167.6 million and a total of 932.2 thousand beneficiaries. The budget was marginally revised upwards twice in 2018, in order to adjust beneficiaries and rations under activity 3 (i.e. provide cash and/or food transfers to vulnerable households affected by crisis).

52. In March 2019, following the Cyclone Idai, a major budget revision (Budget Revision-BR 4) of USD 168.1 million (85% of the overall CSP budget) was approved by the Executive Director of WFP and the Director General of FAO, increasing the overall budget to 365 million and beneficiaries to 2.9 million (136% increase compared to the previous Budget Revision). BR4 also introduced a new Strategic Outcome (7), and Activities 8, 9, 10 and 11, related to the provision of humanitarian services in response to the emergency. In September 2019, another revision further increased the budget by 44% for a total Needs Based Plan of over USD 520 million.

53. As of January 2020, Mozambique CSP is 61% funded, with a total of USD 322,838,056 allocated contributions compared to a Needs Based Plan of USD 528,302,436. The main donors are USA, United Kingdom, Mozambique and European Commission, which together account for a bit more than 60% of the total CSP's resources. Funding is marked by low flexibility, with around USD 260 million of confirmed contributions being earmarked, mainly at activity level (69%) and Crisis Response focus area (53%) (See tables 1 and 2 in Annex 5).

54. Looking at allocated resources (column 4 in Table 4), the CSP was 73 percent funded in the first three years of implementation (2017-19). Resilience Building was the focus area with the highest level of resourcing (94 percent of the needs-based plan), followed by Root Causes (88 percent) and Crisis Response (69 percent, although requirements for this focus area are significantly higher than the others, accounting for around 82 percent of the overall needs-based plan).

55. The relative weights of the various strategic outcomes in terms of allocated resources reflect the share of each outcome out of the total needs-based plan. Strategic Outcome 2 is by far the largest, accounting for 75 percent of total resources, followed by Strategic Outcome 3 (11%). The remaining available resources were evenly distributed among the other Strategic Outcomes.

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<sup>38</sup> Mid-Term Review of WFP Mozambique Country Strategic Plan 2017-2021



**Table 4. Mozambique Cumulative Financial Overview (USD) (July 2017 to December 2019)**

Strategic Outcome number and narrative	Needs Based Plan	% of SO needs-based plan on total	Allocated Resources <sup>39</sup>	% of SO allocated resources on total
1. Households in food insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock. (RESILIENCE BUILDING)	10,493,199	3%	9,628,504	4%
2. Shock affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis (CRISIS RESPONSE)	274,854,034	78%	192,004,989	75%
3. Children in chronically food insecure areas have access to nutritious food throughout the year. (ROOT CAUSES)	33,063,248	9%	28,910,091	11%
4. Targeted people in prioritized areas of Mozambique have improved nutritional status in line with national targets by 2021 (ROOT CAUSES)	3,790,090	1%	3,621,812	1%
5. Targeted smallholder farmers in northern and central Mozambique have enhanced livelihoods by 2021. (ROOT CAUSES)	2,574,737	1%	2,077,324	1%
6. Humanitarian and development partners in Mozambique are reliably supported by efficient and effective supply chain and ICT services and expertise. (RESILIENCE BUILDING)	13,241,838	4%	12,639,675	5%
7. Government and humanitarian partners in Mozambique have access to effective and reliable services during times of crisis. (CRISIS RESPONSE)	16,154,873	5%	8,665,936	3%
Non SO Specific	0	0%	-80,511	0%
Total Direct Operational Cost	354,172,019	100%	257,467,819	100%

Source: WFP IRM analytics database, data extracted on 11/12/2019

### Staffing

56. As of 16 January 2020, the Country Office had 359 staff, of which 34 percent are female and 66 percent are male. In addition to the Country Office in Maputo in which 36 percent of the staff are based, WFP operates with seven field offices in Xai-Xai (5%), Tete (8%), Quelimane (7%), Pemba (9%), Nampula (4%), Inhambane (1%), Chimoio (8%), Beira (22%).

### 3.2. Scope of the Evaluation

57. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2016 to the second quarter of 2021<sup>40</sup>. Covering from one year before the beginning of the CSP cycle will enable the evaluation to better understand and assess the quality of the CSP design process and any strategic shift and changes in approach that it introduced. Within this timeframe, the evaluation will look at how the CSP builds on, or departs from, previous activities and assess the extent to which the strategic shift that was foreseen has taken place and what are the consequences. The unit of analysis is the Country Strategic Plan understood as the set of strategic

<sup>39</sup> Contributions that are stipulated by donor for use in future years are excluded

<sup>40</sup> The current CSP cycle has been extended in order to align to the UNSDCF and the new CSP will be presented to WFP Ex. Board in June 2022 instead of November 2021 as originally planned.

outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Ex. Board, as well as any subsequent approved budget revisions.

58. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, including as relates to relations with national governments and the international community.

59. The ZHSR indicates some critical factors that go beyond the direct area of intervention of WFP, but have an impact on nutrition, particularly of women and children. These include, for example, spacing childbirth and reducing adolescence pregnancy, or enhancing the quality of water and sanitation systems. In this connection, the evaluation will assess the extent to which WFP established synergies with other relevant development actors to influence sustainable nutritional outcomes beyond the direct results of its own activities. Another important area of focus will be the contribution of WFP to capacity strengthening at national and local level. In this connection, gender mainstreaming in capacity strengthening work will also have to be addressed.

60. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable<sup>41</sup>. It will give attention to assessing adherence to humanitarian principles, protection issues and AAP of WFP's response to humanitarian crisis.

61. Within this framework, the scope of the evaluation will be further refined during the inception phase and will be informed by in depth desk review of available evaluations and reviews and by scoping interviews with key stakeholders to be conducted during the inception phase. The inception phase will also look at how the scope of the CSPE can best complement that of the IAHE, to avoid duplication and cover any gaps to the extent possible.

#### 4. Evaluation Questions, Approach and Methodology

62. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries' roles disaggregated by sex and age.

<b>EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?</b>	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?

<sup>41</sup> <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

<b>EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Mozambique?</b>	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
<b>EQ3: To what extent has WFP’s used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP’s activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
<b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b>	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
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?

63. During the inception phase, the evaluation team, in consultation with relevant stakeholders, will identify a limited number of key themes of interest, related to WFP’s main thrust of activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

#### **4.2. Evaluability Assessment**

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

64. Several issues could have implications for the evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;

- the absence of baselines and or limited availability of monitoring data;
- the security situation of the country and its implications for the coverage of field visits during the main mission;
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

65. At this stage, one of the specific challenges identified for this evaluation relates to the nature of the CSP output statements and their measurability with the indicators listed in the CSP results framework. In fact, although the expected output often refers to qualitative changes in institutional capacities and or to changes in individuals' or groups' behavior or capacities, they are measured through input related quantitative indicators that do not necessarily reflect the expected changes. Moreover, multiple operational dimensions are clustered under one single output, making its measurement even more complex. For example, output 2.1. states:

66. People in shock-prone areas benefit from the government's strengthened capacity to plan and prepare for, respond to and recover from shocks in order to meet their basic needs in times of crisis.

67. However, the indicators included in the results framework for this output refer to a much lower level, such as Number of people trained; Number of training materials developed; Number of emergency kits provided to risk-prone communities. In some cases, the indicators refer to the activity level, such as: Number of capacity development activities provided, or Number of technical support activities provided.

68. While these indicators give a sense of the efforts made by WFP, they do not reflect the changes in capacity of the target (individual or institution) that the output is aiming at. Arguably, there is a complex causal chain between the fact that a certain number of people have been trained and the fact that the government has strengthened its capacity to plan and prepare for, respond to, and recover from a shock, and this chain would include both quantitative and qualitative variables to be measured beyond the inputs provided. This example is representative of a generalized challenge to assess effectiveness, including cost-effectiveness, of humanitarian and development interventions, requiring an appropriate mix of quantitative and qualitative data and methodologies.

69. On the other hand, the findings of the IAHE, of decentralized evaluations and of the MTR commissioned by the CO will provide additional inputs to the CSPE.

70. During the inception phase, the evaluation team will be expected to perform an in-depth, quantitative and qualitative evaluability assessment. This will include an analysis of the results framework and related indicators to validate the analysis made by OEV at ToR stage. Annex 6 provides an overview of data availability in outcome and output indicators' reports.

## National Data

71. On a scale from zero to a hundred, Mozambique scored 74.4 in the 2018 World Bank Statistical Capacity Index<sup>42</sup>. This is a relatively high score, above the average for sub-Saharan Africa which is 62.43.

72. The last national census in Mozambique was conducted in 2017. With an omission rate of 3.7%, the reliability of census data is classified as “good” by United Nations<sup>43</sup>. Other relevant sources for socioeconomic, demographic and health related information produced under the leadership of the National Statistical Institute include the Multiple Indicator Cluster Survey (MICS) conducted in 2008 with UNICEF assistance and the Demographic and Health Survey (DHS). The last DHS was conducted in 2011 and the next is expected to be implemented in 2020. Other relevant sources of official data include the 2014/15 Household Budget Survey conducted by the Ministry of Economy and Finance.

73. Mozambique is part of the 2020 Voluntary National Review of the High-Level Political Forum on Sustainable Development. The review process is being carried out with the involvement of all development actors at the local, central, regional level, in a process led and coordinated by the Ministry of Economy and Finance. Data collection for the review started in October 2019 and the preparation of the report should start in January 2020 and it will be presented at the High-level Political Forum in July of the same year<sup>44</sup>.

### **4.3 Methodology**

74. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

75. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

76. The achievement of any SDG national target and of WFP’s strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

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<sup>42</sup> <http://datatopics.worldbank.org/statisticalcapacity/CountryProfile.aspx>

<sup>43</sup> <http://www.ine.gov.mz/iv-censo-2017>

<sup>44</sup> <https://unstats.un.org/sdgs/files/meetings/vnr-workshop-dec2019/1.1-Mozambique.pdf>



77. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that aren't identified at the inception stage; this should eventually lead to capturing of unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including<sup>45</sup>: desk review<sup>46</sup>, semi-structured or open-ended interviews, closed answers questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

78. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

79. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and as feasible in specific contexts. Moreover, the selection of informants and site visits should ensure, to the extent possible, that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

80. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.

81. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.

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<sup>45</sup> There is no sequence or order of priority in the techniques listed.

<sup>46</sup> Annex 10 provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

82. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's emergency response activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

83. As mentioned already in these ToR, in response to the COVID 19 Pandemic, OEV, in consultation with the Country Office and the Regional Bureau, decided to adopt a remote evaluation approach. Depending on how the Country and Global contexts evolve, the remote approach might be revised and data collection in the inception and evaluation phases might eventually be conducted through in-country missions as it would normally be the case.

84. Within a remote evaluation approach, primary data collection will be done through remote interviews and focus groups and, potentially, through an electronic survey. The evaluation will draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and monitoring data made available by the Country Office.

#### **4.4. Quality Assurance**

85. WFP's evaluation quality assurance system sets out processes with in-built steps for quality assurance and templates for evaluation products based on standardised checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the OEV Evaluation Manager and by the Senior Evaluation Officer, who will conduct the first and second level quality assurance respectively. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

86. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

#### **4.5. Ethical Considerations**

87. Ethical consideration shall be taken into the methodology. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

88. The team will not have been involved in the design, implementation or monitoring of the WFP Mozambique CSP nor have conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

## 5. Organization of the Evaluation

### 5.1. Phases and Deliverables

89. The evaluation is structured in five phases summarized in the table 5. the evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and RBJ have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 5: Summary Timeline - key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
1.Preparatory	December 2019 to November 2020	Final TOR  Evaluation Team and/or firm selection & contract
2. Inception	January – March 2021	Document review  Briefing at HQ  Virtual Inception Mission  Inception report
3. Evaluation, including fieldwork	June – July 2021	Evaluation mission (virtual or in country depending on how the COVID crisis evolves), data collection and exit debriefing
4. Reporting	September – November 2021  10-11 November 2021  30 November 2021  February 2022	Report Drafting Comments Process  Learning Workshop  Final evaluation report  Summary Evaluation Report
5. Dissemination	February 2022 onwards	Editing / Report Formatting  Management Response  Executive Board Preparation

### 5.2. Evaluation Team Composition

90. The CSPE will be conducted by a gender balanced team of 4 International consultants, (including a researcher) and 1 national consultant with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Portuguese) who can effectively cover all the areas of the evaluation. The team leader should have excellent synthesis and analytical skills and report writing skills in English, in addition to solid experience in the evaluation of multilateral organizations in the UN System. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. The team should combine experience in humanitarian and

development contexts and knowledge of the WFP food and technical assistance modalities and regional experience.

**Table 6: Summary of the areas of combined expertise required by the evaluation team**

Areas of CSPE	Expertise required
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team leadership, coordination, planning and management including the ability to resolve problems.</li> <li>• Solid understanding of key players within and outside the UN System; experience of evaluating country programmes of multilateral organizations</li> <li>• Experience in the analysis of capacity strengthening at institutional and community level</li> <li>• Strong analytical, synthesis, report writing, and presentation skills and ability to deliver on time</li> <li>• Specialization in one of the following areas: food assistance, emergency preparedness, gender analysis; institution building.</li> <li>• Relevant knowledge and experience in Mozambique or similar country settings, including fluence in Portuguese.</li> </ul>
<b>Agriculture / Food Security/Livelihoods and resilience</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in resilience, which is one of the key drivers of the new CSP, value chains and social protection.</li> <li>• Strong familiarity with the humanitarian, development and peace nexus discourse.</li> <li>• Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context.</li> </ul>
<b>Nutrition and Health including school feeding,</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context.</li> <li>• Familiarity with the latest evidences in nutrition and school feeding and with the global momentum.</li> </ul>
<b>Emergency preparedness and response</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts.</li> </ul>
<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&amp;E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.</li> </ul>

Areas of CSPE	Expertise required
<b>Other technical expertise needed by the team</b>	<ul style="list-style-type: none"> <li>• The additional areas of expertise requested are: <ul style="list-style-type: none"> <li>○ Programme efficiency calculations</li> <li>○ Cash-Based Transfer programmes</li> <li>○ Gender</li> <li>○ Humanitarian Principles and Protection</li> <li>○ Access</li> <li>○ Accountability to Affected Populations</li> <li>○ Capacity strengthening as cross cutting issue</li> </ul> </li>   <li>• <i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></li> </ul>

### 5.3. Roles and Responsibilities

91. This evaluation is managed by the WFP Office of Evaluation (OEV). Sergio Lenci has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Andrea Cook, Director of Evaluation will provide second level quality assurance, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2021.

92. An internal reference group composed of selected WFP stakeholders at CO, RBJ and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Mozambique; provide logistic support during the fieldwork<sup>47</sup> and organize an in-country stakeholder learning workshop. Jan Vandervelde has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. The OEV evaluation manager will participate in the inception mission but not in the main mission. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

93. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

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<sup>47</sup> Within the remote evaluation approach no country mission would be envisaged and therefore no need for logistic support, beyond facilitating contact with stakeholders to set up remote interviews.

## 5.4. Communication

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

94. All evaluation products will be produced in English. Should translators to local languages other than Portuguese be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see Annex 11) will be refined by the EM in consultation with the evaluation team during the inception phase. The final communication plan should include the development of communication products that enable the evaluation results to contribute to wider AAP commitments (these may include for example, AAP facing video – and perhaps a summary brief or other communication products in Portuguese and local languages). While the evaluation team may play a role in identifying such products and defining their content at the inception phase, they will be developed by OEV communication team.

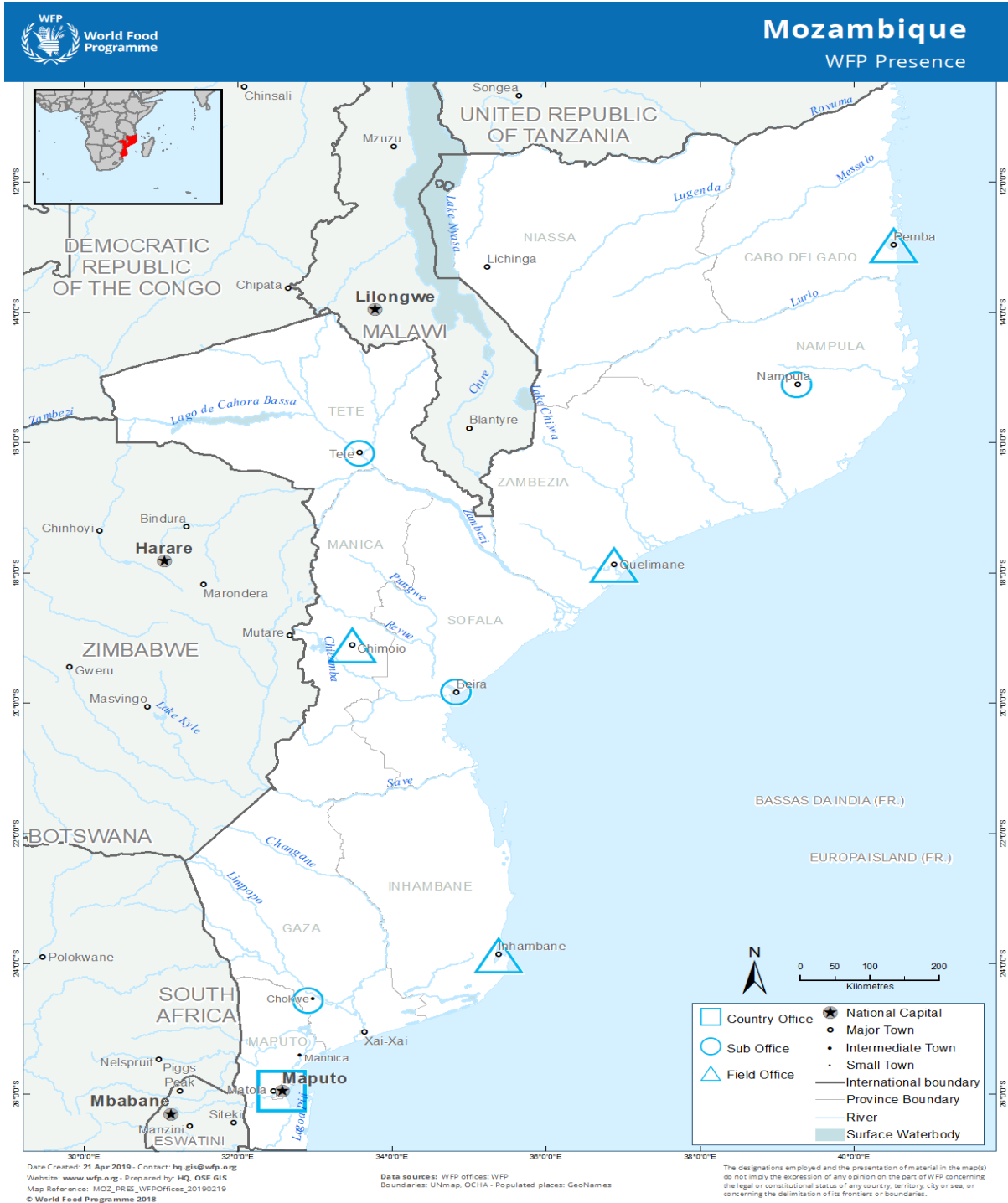
95. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2021. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

## 5.6 Budget

96. The evaluation will be financed through the CSP budget.

# Annexes

## Annex 1: Map of Mozambique



Source: WFP GIS unit



## Annex 2: Fact Sheet

### Mozambique Fact Sheet

Parameter/(source)	2015	2019
<b>General</b>		
Human Development Index (1) – rank	181 (out of 188)	180 (out of 189)
Asylum-seekers (pending cases) (5)	5,622	13,952 (2018)
Refugees (incl. refugee-like situations)	14,825	3,863 (2018)
Returned refugees (5)	0	8,845 (2018)
Internally displaced persons (IDPs)	0	0 (2018)
Returned IDPs (5)	0	8,845 (2018)
<b>Demography</b>		
Population total (millions) (2)	27	31.4
Population, female (% of total population) (2)	51.6	51.5 (2018)
% of urban population (1)	32	35.5 (2018)
Population aged 0-14 (%) (6)	45	44
Population aged 10-24 (%) (6)	33	33
Population aged 15-64 (%) (6)	51	53
Population aged 65 and older (%) (6)	3	3
Total Fertility rate, per women (6)	5.5	5.1
Adolescent birth rate (per 1000 females aged between 15-19 years) (6)	166	167
<b>Economy</b>		
GDP per capita (current USD) (2)	547.24	490.12
Income Gini Coefficient (1)	45.7	54

Foreign direct investment net inflows (% of GDP) (2)	26.2	18.2
Net official development assistance received (% of GNI) (4)	14.9	14.2 (2018)
SDG 17: Volume of remittances as a proportion of total GDP (%) (9)	0.96	2.03 (2017)
Agriculture, forestry, and fishing, value added (% of GDP) (2)	22.9	21.4 (2018)
<b>Poverty</b>		
Population vulnerable to/Population near multidimensional poverty (%) (1)	14.8	13.6
Population in severe multidimensional poverty (%) (1)	44.1	49.1
<b>Health</b>		
Maternal mortality ratio (MMR) (deaths per 100,000 live births) (11)	500.1 (2007)	451,6 (2017)
Life expectancy at birth (total years) (11)	50.9 (2007)	53.7 (2017)
Prevalence of HIV, total (% of population ages 15-49) (2)	12.5	12.6 (2018)
Public health expenditure (% of GDP) (2)	5.2	5.4 (2018)
<b>Gender</b>		
Gender Inequality Index (rank) (1)	0.591	0.569
Proportion of seats held by women in national parliaments (%) (2)	39.6	39.6 (2018)
Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	82.2	81.5
Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	82.2	81.5
<b>Nutrition</b>		
Prevalence of moderate or severe food insecurity in the total population (%) (7)	63.7 (2014-16) *	68.6 (2016-18) *

Weight-for-height (Wasting - moderate and severe), (0–4 years of age) (%) (3)	6 (2009–2013) *	6 (2013–2018) *
Height-for-age (Stunting - moderate and severe), (0–4 years of age) (%) (3)	43 (2009–2013) *	43 (2013–2018) *
Weight-for-age (Overweight - moderate and severe), (0–4 years of age) (%) (3)	8 (2009–2013) *	8 (2013–2018) *
Mortality rate, under-5 (per 1,000 live births) (2)	81.8	73.2 (2018)
<b>Education</b>		
Adult illiteracy rate (% ages 15 and older) (11)	50.4 (2007)	50.6 (2018)
Population with at least some secondary education (% ages 25 and older) (1)	3.6	Female: 14.0 Male: 27.3
Government Expenditure on education (% GDP) (1)	5	6.5 (2018)
Gross enrolment ratio, primary (% primary school-age population) (1)	105 (2008-2014) *	106 (2012-2017) *
Gender parity index (primary education) (2)	0.95	0.97

## Annex 3: Timeline

<b>Phase 1 - Preparation</b>			
	Draft TOR cleared by Director of Evaluation	DOE	Done
	Draft ToR Circulated for comments by WFP Stakeholders	DOE	Done
	Draft TOR circulated to LTA Firms for Proposals	EM/LTA	Done
	Proposal Deadline based on the Draft TOR	LTA	Done
	LTA Revised Proposal Review	EM	August 2021
	Final Revised TOR sent to WFP CO	EM	8 September 2020
	Contracting evaluation team/firm	EM	27 November 2020
<b>Phase 2 - Inception</b>			
	Team preparation, literature review prior to HQ briefing	Team	11 - 22 January 2021
	HQ & RB Inception Briefing	EM & Team	25 - 29 January 2021
	Inception Mission to Mozambique (Virtual or In country, depending on the situation)	EM + TL	1-5 February 2021
	Submit draft Inception Report (IR)	TL	3 March 2021
	OEV quality assurance and feedback	EM	10 March 2021
	Submit revised IR	TL	17 March 2021
	IR Review and Clearance	EM OEV/DOE	18-25 March 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	26 March 2021
<b>Phase 3 - Evaluation Phase, including Fieldwork</b>			
	Filed data collection (in country or remote depending on the situation)	Team	28 June - 14 July 2021
	Exit Debrief (ppt)	TL	16 July 2021
<b>Phase 4 - Reporting</b>			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	7 September 2021
	OEV quality feedback sent to TL	EM	14 September 2021
Draft 1	Submit revised draft ER to OEV	TL	22 September 2021
	OEV quality check	EM	22-27 September 2021
	Seek OEV/D clearance prior to circulating the ER to WFP Stakeholders.	OEV/DOE	28 Sep. - 5 Oct. 2021
	OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM/Stakeholders	5-13 October 2021
	Consolidate WFP comments and share with Team	EM	14 October 2021
	Submit revised draft ER to OEV based on the WFP's comments, with team's responses on the matrix of comments.	TL	15-22 October 2021
Draft 2	Review D2	EM	22-28 October 2021
	Submit final draft ER to OEV	TL	29 Oct. 5 Nov. 2021
	Learning workshop	EM/TL	10-11 November 2021
Draft 3	Review D3	EM	13-19 November 2021

	Seek final approval by OEV/D	OEV/DOE	20-30 November 2021
	Draft Summary Evaluation Report	EM	1-14 December 2021
SER	Seek OEV/DOE clearance to send the summary Evaluation Report (SER) to Executive Management	OEV/DOE	14-21 December 2021
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DoE	January 2022
<b>Phase 5 - Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	February 2022
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	Feb-March 2022
	Presentation of Summary Evaluation Report to the EB	D/OEV	June 2022
	Presentation of management response to the EB	D/RMP	June 2022

Note: TL=Team Leader; EM=Evaluation manager; OEV=Office of Evaluation. RMP= Performance and Accountability Management

## Annex 4: Preliminary stakeholder analysis

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
<b>Internal (WFP) stakeholders</b>		
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
<b>WFP Senior Management and Regional Bureau</b>	WFP Senior Management and the Regional Bureau in Johannesburg (RBJ) have an interest in learning from the evaluation results because of the strategic positioning and technical importance of Mozambique in the WFP corporate and regional plans and strategies.	RBJ staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Reports and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
<b>WFP Divisions</b>	WFP technical units and divisions such as Nutrition, Asset Creation and Livelihoods, Climate & Disaster Risk Reduction, Cash-based transfer, Market Access, Gender, Vulnerability Analysis, Capacity Strengthening, School Feeding, Safety Nets and Social Protection, Partnerships, Strategic Financing (GCMF), Logistics have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
<b>WFP Executive Board</b>	Accountability role, but also an interest in potential wider lessons from Mozambique's evolving contexts and about WFP's strategic positioning and performance.	Presentation of the evaluation results at the session to inform Board members about the performance and results of WFP activities in Mozambique.
<b>External stakeholders</b>		
<b>Affected population / People living in the areas of WFP intervention</b>	The ultimate recipients of food/ cash and other types of assistance, including training and technical assistance in crisis response, resilience	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet children.

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
	buildings or addressing root causes, have the right to express their opinion and have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.	
<p><b>National and Governments institutions.</b> Key national institutions would include:</p> <p>Ministry of Agriculture and Food Security as coordinator for SDG 2, SETSAN, INGC, the Ministry of Gender, Children and Social Action, the Ministry of Education and Human Development, the Ministry of Economy and Finance, the Ministry of Health, the Ministry of Land, Environment and Rural Development, the Ministry of Industry and Commerce and the Ministry of Foreign Affairs and Cooperation, National Institute for Social Action, Provincial Secretariat for Food and Nutrition Security, Provincial Health Directorates , National Meteorology Institute , National Institute of Statistics , and the Chamber of Commerce.</p>	As key partners of WFP and as recipients of technical assistance, training and other type of assistance aiming at strengthening their capacity to design and implement policies, strategies and programmes in the framework of the Agenda 2030, they have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.	They will be interviewed during the inception and main mission.
<p><b>Local government institutions</b> Key local institutions may include, but not necessarily be limited to institutions at municipal and district level in the provinces where WFP operates.</p>	Same as above  <i>Relevant stakeholders to be identified</i>	They will be interviewed and consulted during the inception mission and the fieldwork.
<p><b>UN Country Team and Other International Organizations:</b></p>	UN agencies and other partners in Mozambique have a stake in this evaluation in terms of partnerships, performance, future strategic	The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development.

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
<p>FAO on resilience, fortification, social and behavior change communication, market access and coordination of SDG 2 activities and the Food Security Cluster; ii) IFAD on social and behavior change communication and market access; iii) UNICEF, ILO and the World Bank on social protection; iv) UNICEF, UNFPA and the World Health Organization on nutrition; v) UNHCR on refugees; and vi) United Nations agencies and civil society organizations on gender equality initiatives, vii) IOM and UNAIDS linked to support for people living with HIV during the Cyclone Emergency Response in 2019.</p> <p>Other international partners include the Brazilian Agency for International Cooperation for South South Cooperation on School Feeding</p>	<p>orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection, food security, nutrition etc.)</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>
<p><b>Donors</b>  . Austria, Belgium, Brazil, Canada, China, Croatia, Denmark, the European Union (EU), Germany, Iceland, International Organization for Migration (IOM), Ireland, Japan, Kuwait, Luxembourg, Malta, Monaco, Government of Mozambique, Norway, Portugal, Qatar, Republic of Korea, the Russian Federation, Spain, Sweden, Switzerland, UN Central Emergency Response Fund (CERF), UN Expanded Window for Delivery as One, United Nations Development Programme (UNDP),</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>



Stakeholder/s	Interest in the evaluation	Participation in the evaluation
<p>United Arab Emirates, United Kingdom, United States, and the World Bank</p> <p>Other bilateral donors include the Government of Belgium through the Belgian Food Security Fund.</p>		
<p><b>Cooperating partners and NGOs</b></p> <p><i>Relevant stakeholders would include</i></p> <p>National: Associação para o Desenvolvimento Rural de Magoé; Associação de Extensionistas Agrários; Associação de Meio Ambiente; Associação Nacional para o Desenvolvimento Autossustentado; Associação para a Sanidade Ambiental; Associação Rural Africana; Comité Ecuménico para o Desenvolvimento Social; Conselho Cristão de Moçambique; Gorongosa Restoration Project; Sociedade Económica de Produtores e Processadores Agrários; Técnica Agronegócios e Serviços.</p> <p>International: Adventist Development and Relief Agency; Aga Khan Foundation; Caritas; Comitato Europeo per la Formazione e l'Agricoltura; Cooperazione e Sviluppo; Comunità Di S. Egidio; Joint Aid Management; IREX Europe; SolidarMed; MANI TESE; Samaritan's Purse; Save the Children; OIKOS Cooperacao e Desenvolvimento; The Hunger Project; World Vision.</p>	<p>The evaluation is expected to help enhance and improve collaboration with WFP</p>	<p>They will be interviewed and consulted during the inception mission and the fieldwork.</p>

Stakeholder/s	Interest in the evaluation	Participation in the evaluation
<p><b>Private and public sector partners</b></p> <p>As co-chair of the SUN Business Network with GAIN, WFP will work with private-sector partners on fortification and market access linkages such as with PRONAE. Specific partners will have to be identified in the inception phase.</p>	<p>WFP partners in the commercial and private sectors. The evaluation is expected to help enhance and improve collaboration with WFP.</p>	<p>Interviews with managers and owners of private businesses</p>

*Source: OEV based on Mozambique CSP and ACR*

## Annex 5 CSP Resource Earmarking

**Table 7 : Mozambique CPB (2017-2021) summary by donor allocation level**

<b>Donor Earmarking level</b>	<b>Confirmed Contributions (USD)</b>	<b>% of Total Contributions</b>
Country Level	37,102,566	14.2%
Strategic Result Level	929,152	0.4%
Strategic Outcome Level	41,847,372	16%
Activity Level	182,145,018	69.5%
Sum	262,024,108	100%

*Source: WFP The Factory database, data extracted on 10/12/2019*

**Table 8 Mozambique CPB (2017-2021) allocated contribution by focus area**

<b>Focus Area</b>	<b>Confirmed Contributions (USD)</b>	<b>% of Total Contributions</b>
CRISIS RESPONSE	140,675,060	53.7%
Not assigned	39,021,879	14.9%
RESILIENCE BUILDING	22,411,347	8.6%
ROOT CAUSES	59,915,822	22.9%
Sum	262,024,108	100%

*Source: WFP The Factory database, data extracted on 10/12/2019*

## Annex 6: Overview of reporting on log frame indicators: availability of target, baseline and follow-up data

**Table 9: CSP Mozambique [2017-2021] logframe analysis**

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 20-03-2017	<b>Total nr. of indicators</b>	<b>18</b>	<b>7</b>	<b>42</b>
v 2.0 01-02-2018	New indicators	2	-	43
	Discontinued indicators	-	-	42
	<b>Total nr. of indicators</b>	<b>20</b>	<b>7</b>	<b>43</b>
v 3.0 21-03-2019	New indicators	2	-	6
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>22</b>	<b>7</b>	<b>49</b>
v 4.0 27-05-2019	New indicators	15	3	44
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>37</b>	<b>10</b>	<b>41</b>
<b>Total nr. of indicators that were included in all versions of the logframe</b>		<b>97</b>	<b>31</b>	<b>227</b>

Source: COMET report CM-L010 (accessed 15.1.2020.)

**Table 10: Analysis of results reporting in Mozambique Annual Country Reports 2017 and 2018**

		ACR 2017	ACR 2018	ACR 2019
<b>Outcome indicators</b>				
	Total number of indicators in applicable logframe	<b>18</b>	<b>20</b>	<b>37</b>
Baselines	Nr. of indicators with any baselines reported	<b>16</b>	<b>20</b>	<b>31</b>
	<i>Total nr. of baselines reported</i>	84	93	145
Year-end targets	Nr. of indicators with any year-end targets reported	<b>16</b>	<b>20</b>	<b>31</b>
	<i>Total nr. of year-end targets reported</i>	84	93	145
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>0</b>	<b>20</b>	<b>31</b>
	<i>Total nr. of CSP-end targets reported</i>	0	93	145
Follow-up	Nr. of indicators with any follow-up values reported	<b>4</b>	<b>19</b>	<b>31</b>
	<i>Total nr. of follow-up values reported</i>	12	79	75
<b>Cross-cutting indicators</b>				
	Total number of indicators in applicable logframe	<b>7</b>	<b>7</b>	<b>10</b>

Baselines	Nr. of indicators with any baselines reported	<b>4</b>	<b>4</b>	<b>9</b>
	<i>Total nr. of baselines reported</i>	11	11	33
Year-end targets	Nr. of indicators with any year-end targets reported	<b>4</b>	<b>4</b>	<b>9</b>
	<i>Total nr. of year-end targets reported</i>	11	11	33
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>4</b>	<b>4</b>	<b>9</b>
	<i>Total nr. of CSP-end targets reported</i>	0	11	33
Follow-up	Nr. of indicators with any follow-up values reported	<b>4</b>	<b>4</b>	<b>6</b>
	<i>Total nr. of follow-up values reported</i>	11	11	9
<b>Output indicators</b>				
	Total number of indicators in applicable logframe	<b>42</b>	<b>43</b>	<b>93</b>
Targets	Nr. of indicators with any targets reported	<b>22</b>	<b>20</b>	<b>23</b>
	<i>Total nr. of targets reported</i>	23	64	112
Actual values	Nr. of indicators with any actual values reported	<b>22</b>	<b>21</b>	<b>23</b>
	<i>Total nr. of actual values reported</i>	22	79	118

Source: COMET report CM-L010 (accessed 16.1.2020), ACR Mozambique 2019, 2018 and 2017

## Annex 7: Template for Evaluation Matrix

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
<b>Evaluation Question 1: To what extent is WFP's Strategic Position, role, and specific contribution based on country priorities and people's needs as well as WFP's Strengths?</b>				
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?				
1.2 to what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind				
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs?				
1.4 To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?</b>				
Dimensions of Analysis	Lines of Inquiry or Indicators as appropriate	Indicators	Data Source	Data Collection Technique
2.1 to what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?				
2.2 to what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?				
2.3 To what extent are the achievements of the CSP likely to be sustained				
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?				
<b>Evaluation Question 3: to what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.2 To what extent was coverage and targeting of interventions appropriate?				
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.4 To what extent were alternative, more cost-effective measures considered?				

Dimensions of Analysis	Lines of Inquiry	Indicators	Data Sources	Data Collection Techniques
<b>Evaluation Question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?</b>				
4.1 to what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?				
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?				
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?				
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?				
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?				

## Annex 8: Line of Sight

MOZAMBIQUE					
SR 1 – Everyone has access to food (SDG Target 2.1)		SR 2 – No one suffers from malnutrition (SDG Target 2.2)		SR 3 – Smallholder productivity and incomes (SDG Target 2.3)	SR 8- Enhance global partnerships (SDG Target 17.16)
RESILIENCE BUILDING	CRISIS RESPONSE	ROOT CAUSES	ROOT CAUSES	ROOT CAUSES	RESILIENCE BUILDING
<p><b>OUTCOME 1:</b> Households in food insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock (category 1.3)</p>	<p><b>OUTCOME 2:</b> Shock affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis (category 1.1)</p>	<p><b>OUTCOME 3:</b> Children in chronically food insecure areas have access to nutritious food throughout the year (category 1.3)</p>	<p><b>OUTCOME 4:</b> Targeted people in prioritized areas of Mozambique have improved nutritional status in line with national targets by 2021 (category 2.3)</p>	<p><b>OUTCOME 5:</b> Targeted smallholder farmers in northern and central Mozambique have enhanced livelihoods by 2021 (category 3.1)</p>	<p><b>OUTCOME 6:</b> Humanitarian and development partners in Mozambique are supported by efficient and effective supply chain and ICT services and expertise (category 8.1)</p>
<p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. People in shock-prone areas (tier 3) benefit from the government's strengthened capacity to plan and prepare for, respond to and recover from shocks (category C) in order to meet their basic needs in times of crisis (SR1)</li> <li>2. Shock-affected people (tier 3) benefit from the government's strengthened capacity to provide expanded safety-net services (category C) in order to meet their basic needs in times of crisis (SR1)</li> <li>3. Targeted food insecure communities (tier 2) benefit from construction and/or rehabilitation of assets (category D) that improve food security (SR1) and build resilience to natural shocks and climate change.</li> <li>4. Targeted households (tier 1) benefit from improved knowledge in nutrition, care practices and healthy diets (category E) in order to improve their food consumption (SR1) and nutritional status (SR2)</li> <li>5. Targeted food insecure communities (tier 1) receive conditional cash- and/or food-based transfers (category A2) in order to improve their food consumption (SR1)</li> </ol>	<p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Shock-affected people (tier 1) receive unconditional cash and/or food-based transfers (category A1) in order to meet their basic food and nutrition requirements (SR1)</li> <li>2. Shock-affected malnourished children and pregnant and lactating women (tier 1) receive specialized nutritious foods (category B) in order to treat and reduce acute malnutrition rates (SR2)</li> <li>3. Shock-affected people (tier 1) benefit from improved knowledge in nutrition, care practices and healthy diets (category E) in order to improve their nutritional status (SR2).</li> </ol>	<p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. School children targeted by the national home-grown school feeding programme (tier 3) benefit from improved design, finance and implementation capacity of the government (category C) that helps meet their basic food and nutrition needs (SR1) and increase school attendance and retention (SDG4)</li> <li>2. WFP-targeted school children (tier 1) receive a nutritious meal every day they attend school (output category A2) in order to meet basic food and nutrition needs (SR1) and increase school attendance and retention (SDG4)</li> <li>3. Targeted school children (tier 3) benefit from improved knowledge in nutrition, care practices and healthy diets (category E) in order to improve their nutritional status (SR2)</li> </ol>	<p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Vulnerable people in Mozambique (tier 3) benefit from strengthened, evidence-based national capacity to combat stunting and micronutrient deficiencies (category C) in order to improve their nutritional status (SR2)</li> <li>2. Vulnerable people in Mozambique (tier 3) benefit from improved knowledge in nutrition, care practices and healthy diets (category E) in order to improve their nutritional status (SR2)</li> </ol>	<p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Targeted smallholder farmers (tier 2) benefit from WFP value chain support (category C) in order to have improved access to profitable markets and increase their incomes (SR3)</li> <li>2. Targeted smallholder farmer households (tier 2) benefit from improved knowledge in nutrition, care practices and healthy diets (category E) in order to improve their nutritional status (SR2)</li> </ol>	<p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Vulnerable communities (tier 3) benefit from WFP provision of supply chain and IT services and expertise to the government and other partners (category H) that improves the effectiveness of development and humanitarian programs (SR8)</li> <li>2. Vulnerable communities (tier 3) benefit from increased supply chain capacity of the government and other partners (category C) that improves the effectiveness of development and humanitarian programs (SR8)</li> </ol>
<p><b>ACTIVITY 1:</b> Provide capacity strengthening to prepare for, respond to and recover from weather-related shocks, to the government at national, subnational and community levels (Category 9, Modality: CS)</p>	<p><b>ACTIVITY 3:</b> Provide cash and/or food transfers to vulnerable households affected by crisis (category 1, modality: food/CBT, CS)</p>	<p><b>ACTIVITY 4:</b> Strengthen the capacity of the government bodies responsible for the national home grown school feeding programme (category 4, modality: CS, food/CBT)</p>	<p><b>ACTIVITY 5:</b> Provide capacity strengthening and technical assistance to government entities implementing the national strategy to combat stunting and micronutrient deficiencies (category 6, modality: CS)</p>	<p><b>ACTIVITY 6:</b> Enhance the aggregation, marketing and decision-making capacities of smallholder farmers, with focus on women (category 7, modality: CS)</p>	<p><b>ACTIVITY 7:</b> Provide supply chain services to humanitarian and development partners (Category 10; Modality: SD, CS)</p>



## MOZAMBIQUE

SR 8- Enhance global partnerships (SDG Target 17.16)

### CRISIS RESPONSE

#### OUTCOME 7:

Government and humanitarian partners in Mozambique have access to effective and reliable services during times of crisis.

#### OUTPUTS:

- 2.1 Populations affected by crisis (tier 3) benefit from logistics cluster services to national disaster management cells, humanitarian agencies and partners (category H) in order to timely receive life-saving food and medical supplies.
- 2.2 Populations affected by crisis (tier 3) benefit from emergency telecommunications services to national disaster management cells, humanitarian agencies and partners (category H) in order to timely receive life-saving assistance.
- 2.3 Populations affected by crisis (tier 3) benefit from the humanitarian air services to national disaster management cells, humanitarian agencies and partners (category H) in order to timely receive humanitarian assistance.
- 2.4 Populations affected by crisis (tier 3) benefit from on-demand services to humanitarian and development partners (category H) in order to timely receive humanitarian assistance.

#### ACTIVITY 8

Provide services through the Logistics Cluster to government and other humanitarian and development partners (category: 10, Modality: SD)

#### ACTIVITY 9

Provide Emergency Telecommunications Cluster services to government and other humanitarian and development partners (category: 10, Modality: SD)

#### ACTIVITY 10

Provide humanitarian air services to government and other humanitarian and development partners (category: 10, Modality: SD)

#### ACTIVITY 11

Provide accommodation, transport and other services as required to humanitarian and development partners (category: 10, Modality: SD)

## Annex 9: Key information on beneficiaries and transfers

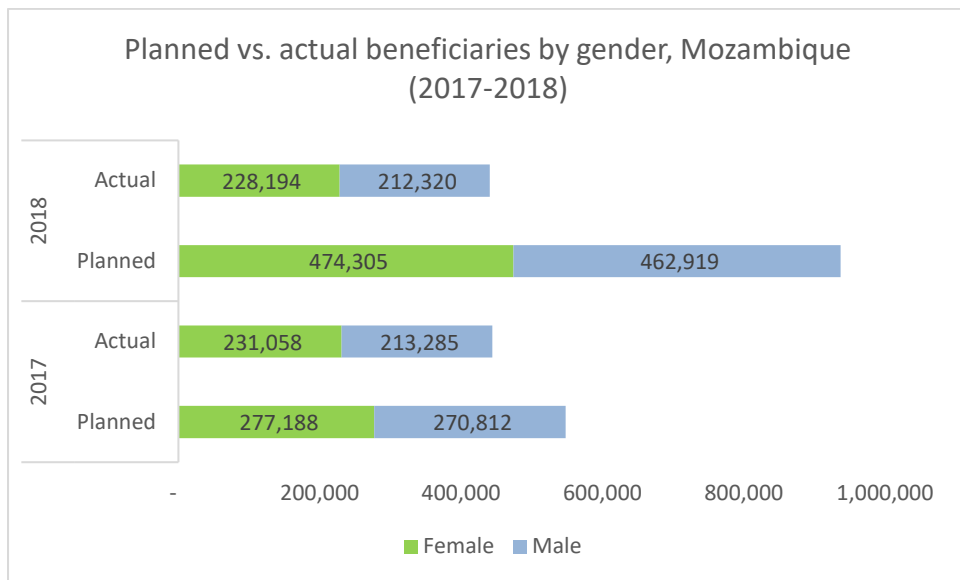
**Table 10: Actual beneficiaries versus planned, by strategic outcome, activity and gender, 2018<sup>48</sup>**

Strategic Objective (SO)	Activity	2018 Planned beneficiaries		2018 Actual beneficiaries		2018 Actuals as a % of planned beneficiaries		2019 Planned beneficiaries	
		F	M	F	M	F	M	F	M
Households in food insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock	Act 2. Provide technical assistance in making social protection programmes shock-responsive and hunger-sensitive, to the government	10,400	9,600	3,983	3,677	38%	38%	10,400	9,600
Shock affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis	Act.3 Provide cash and/or food transfers to vulnerable households affected by crisis	296,640	266,584	152,361	128,293	51%	48%	1,678,187	1,422,200
Children in chronically food insecure areas have access to nutritious food throughout the year.	Act 4. Strengthen the capacity of the government bodies responsible for the national home-grown school feeding programme	167,265	186,735	71,850	80,350	42%	43%	180,820	203,730
<b>Grand Total</b>		<b>474,305</b>	<b>462,919</b>	<b>228,194</b>	<b>212,320</b>	<b>48%</b>	<b>46%</b>	<b>1,869,407</b>	<b>1,635,200</b>

Source: COMET report CM-R020, data extracted on 09/05/20

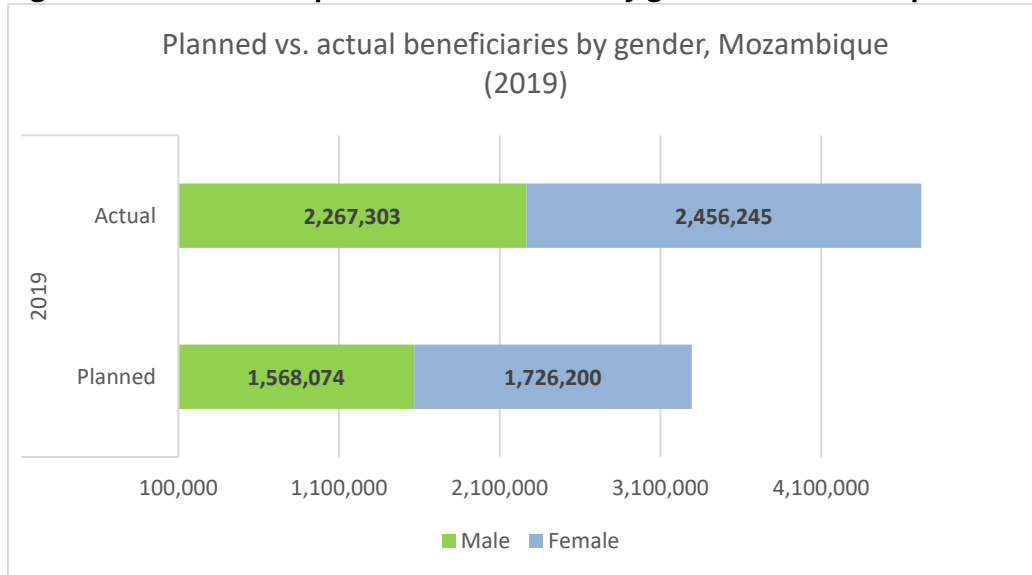
<sup>48</sup> 2017 beneficiary data are not available in COMET. The 2017 ACR does not report enough beneficiary data to produce Table 1.

**Figure 6: Actual versus planned beneficiaries by gender in Mozambique, 2017-2018**



Source: COMET report CM-R001b, data extracted on 09/05/2020, and ACR 2017

**Figure 7: Actual versus planned beneficiaries by gender in Mozambique, 2019**



**Table 11: Mozambique Actual beneficiaries by transfer modality and strategic outcome, 2017, 2018,2019**

**2017**

Strategic Outcome	Activity	Total number of beneficiaries receiving food in 2017	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT in 2017	Actual versus Planned beneficiaries receiving CBT (in %)
Households in food insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock	Act 2. Provide technical assistance in making social protection programmes shock-responsive and hunger-sensitive, to the government	6,820	114%	no data	no data
Shock affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis	Act.3 Provide cash and/or food transfers to vulnerable households affected by crisis	297,265	74,7%	10,570	7,0%
Children in chronically food insecure areas have access to nutritious food throughout the year.	Act 4. Strengthen the capacity of the government bodies responsible for the national home-grown school feeding programme	100,421	98,9%	28,304	94,3%
Unconditional Resource Transfers to support access to food	Nutrition Treatment Component	74,198	104%	not applicable	not applicable
<b>Grand Total</b>		<b>478,704</b>		<b>38,874</b>	

2018<sup>49</sup>

Strategic Outcome	Activity	Total number of beneficiaries receiving food in 2018	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
Households in food insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock	Act 2. Provide technical assistance in making social protection programmes shock-responsive and hunger – sensitive, to the government	7,660	127,7%	no data	no data
Shock affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis	Act.3 Provide cash and/or food transfers to vulnerable households affected by crisis	250,852	75,3%	29,805	13,0%
Children in chronically food insecure areas have access to nutritious food throughout the year.	Act 4. Strengthen the capacity of the government bodies responsible for the national home-grown school feeding programme	90,748	58,9%	64,450	32,2%

<sup>49</sup> Nutrition beneficiary data not reported in COMET

Strategic Outcome	Activity	Total number of beneficiaries receiving food in 2018	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
Grand Total		349,260		94,255	

Source: COMET report CM-R002b, data extracted on 11/12/2019 and ACR 2017

## 2019<sup>50</sup>

Strategic Outcome	Activity	Total number of beneficiaries receiving food in 2019	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT in 2019	Actual versus Planned beneficiaries receiving CBT (in %)
Households in food insecure areas of Mozambique are able to maintain access to adequate and nutritious food throughout the year, including in times of shock	Act 2. Provide technical assistance in making social protection programmes shock-responsive and hunger-sensitive, to the government	no data	no data	7440	53.1%
Shock affected people in Mozambique are able to meet their basic food and nutrition needs during and immediately after a crisis	Act.3 Provide cash and/or food transfers to vulnerable households affected by crisis	2,200,658	81.6%	288,870	43.8%
Children in chronically food insecure areas have access to nutritious food throughout the year.	Act 4. Strengthen the capacity of the government bodies responsible for the national home-grown school feeding programme	72,498	53.7%	131,435	34.6%

<sup>50</sup> Nutrition beneficiary data not reported in COMET

Grand Total	2,273,156	427,745
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Source: COMET report CM-R002b, data extracted on 09/05/2020

**Table 3: Mozambique Actual beneficiaries by residence status, 2018**



Residence status	2017 beneficiaries	%total 2017 beneficiaries	2018 beneficiaries	%total 2018 beneficiaries	2019 beneficiaries	%total 2019 beneficiaries
IDP	2,870	1%	28,117	0.03	94,471	2%
Refugees	8358	2%	8,435	0.008%	9,447	0.2%
Residents	433,114	97%	900,673	96%	4,619,630	97.8%
Total	444,342	100%	937,225	100%	4,723,548	100%

Source: CSP Data Portal, data extracted on 11/12/2019

## Annex 10: pre CSP Operations

Mozambique pre-CSP Operations				
		2015	2016	2017
<b>Mozambique natural and man-made disasters, outbreak of conflict</b>		Flooding throughout Zambézia province	El-Nino induced drought hit southern Africa	Droughts, floods and cyclones hit the country
<b>WFP interventions</b>	CP 200286 (March 2012- December 2017)	<i>Capacity Development, Home-Grown School Feeding, Nutrition</i>	<i>Capacity Development, Home-Grown School Feeding, Nutrition, FFA</i>	<i>Capacity Development, Home-Grown School Feeding, Nutrition</i>
		<i>Approved Budget: 117,010,779</i>  <i>Total contributions received: 53,717,191</i>	<i>Approved Budget: 121,968,302</i>  <i>Total contributions received: 55,284,040</i>	<i>Approved Budget: 121,968,302</i>  <i>Total contributions received: 52,655,294</i>
	PRRO 200355 "Assistance to Vulnerable Groups and Disaster Affected Populations in Mozambique" (March 2012- June 2017)	<i>GFD, FFA, Emergency School Meals, Nutrition</i>	<i>GFD, FFA, Emergency School Meals, Nutrition</i>	<i>GFD, FFA, Emergency School Meals, Nutrition</i>
		<i>Approved Budget: 53,396,206</i>  <i>Total contributions received: 22,985,441</i>	<i>Approved Budget: 80,550,971</i>  <i>Total contributions received: 93,100,166</i>	<i>Approved Budget: 136,286,985</i>  <i>Total contributions received: 80,722,445</i>
	Special Operation 200814 "Provision of Logistics and Emergency Telecommunications Support to Humanitarian Emergency	<i>Provision of common services (Logistics Cluster and Emergency Telecommunications Cluster) to the humanitarian community</i>	<i>Not applicable</i>	<i>Not applicable</i>



	Operations in Flood Affected Areas of Mozambique” (February to August 2015)	<i>Approved Budget: 2,387,819</i> <i>Total contributions received: 1,646,988</i>	<i>Not applicable</i>	<i>Not applicable</i>
	EMOP 201067 “Food Assistance to Flood Affected People in Inhambane and Gaza Provinces” (March 2017 - June 2017)	<i>Not applicable</i>	<i>Not applicable</i>	<i>FFA</i>
				<i>No financial data available</i>
<b>Outputs at Country Office Level</b>	Food distributed (MT) 	10,577	21,794	45,013
	Cash distributed (USD) 	Not applicable	112,728	162,058
	Actual beneficiaries (number)	414,148	944,353	1,379,728 (including the CSP)

## Annex 11: Communication & Learning Plan

Internal Communications							
When	What	To whom	What level	From whom	How	When	Why
Evaluation phase	Communication product/ information	Target group or individual	Organizational level of communication e.g. strategic, operational	Lead OEV staff with name/position + other OEV staff views	Communication means		Purpose of communication
<b>Preparation</b>		CO, RB, HQ	Consultation	Sergio Lenci EM	Consultations, meetings, email	Dec- 2019- Jan 2020	Review/feedback For information
<b>TOR and contracting</b>	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Sergio Lenci EM+ Andrea Cook 2nd level QA	Emails Web	Jan-March 2020	Review / feedback For information
<b>HQ briefing</b> <b>Inception mission</b>	Draft IR Final IR	CO, RB, HQ	Operational Operational & informative	Sergio Lenci EM	email	April June 2020	Review/feedback For information
<b>In-country - Field work and debriefing</b>	Aide-memoire/PPT	CO, RB, HQ	Operational	Sergio Lenci EM	Email, Meeting at HQ + teleconference w/ CO, RB	July-August 2020	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team

<b>Evaluation Report</b>	D1 ER	CO, RB, HQ	Operational & Strategic	Sergio Lenci EM + Andrea Cook 2nd level QA	Email	Sept.- Oct 2021	Review / feedback
<b>Learning Workshop in Maputo</b>	D1 ER	CO, RB	Operational & Strategic	Sergio Lenci EM	Workshop	End of November 2020	Enable/facilitate a process of review and discussion of D1 ER
<b>Evaluation Report</b>	D2 ER + SER	CO, RB, HQ	Strategic	Sergio Lenci EM + Andrea Cook 2nd level QA	Email	Dec. 2020 Jan. 2021	Review / feedback (EMG on SER)
<b>Post-report/EB</b>	2-page evaluation brief	CO, RB, HQ	Informative	Sergio Lenci EM + Andrea Cook 2nd level QA	Email	Feb - 21	Dissemination of evaluation findings and conclusions
<b>Throughout</b>	Sections in brief/PPT or other briefing materials, videos, webinars, posters for affected populations	CO, RB, HQ	Informative & Strategic	Sergio Lenci EM + Andrea Cook 2nd level QA	Email, interactions	As needed	Information about linkage to CSPE Series

<b>External Communication</b>					
<b>When</b> <i>Evaluation phase</i>	<b>What</b> <i>Communication product/ information</i>	<b>To whom</b> <i>Target group or individual</i>	<b>From whom</b> <i>Lead OEV staff with name/position + other OEV staff views</i>	<b>How</b> <i>Communication means</i>	<b>Why</b> <i>Purpose of communication</i>
<b>TOR March 2020</b>	Final ToR	Public	OEV	Website	Public information
<b>February 2021</b>	Final report (SER included) and Mgt Response	Public	OEV and RMP	Website	Public information
<b>Feb. March 2021</b>	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
<b>EB Annual Session, November 2021</b>	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

## Annex 12: Bibliography/e-library

I. Government documents	Author	Period
1. National Strategy for Food Security and Nutrition 2020-2030	Government of Mozambique	2020-2030
2. Mozambique Zero Hunger Strategic Review	Observatorio do Meio Rural	ND
3. Strategic Plan for Agricultural Development	Ministry of Agriculture	2010-2019
4. Plano Quinquenal do Governo 2015-2019	Government of Mozambique	2015-2019
II. UN-Documents		
1. Mozambique UNDAF 2017-2020	UNDAF	2017-2020
2. Mozambique UNDAF 2017 Progress Report	UNDAF	2017
3. IASC Operational Peer Review. Mozambique: Cyclone Idai Response	IASC	2019
4. Inter-agency Humanitarian Evaluation of the Response to Cyclones Idai and Kenneth in Mozambique- Terms of Reference and Inception Report	IASC	2019
5. Reducing stunting in children under five years of age: evaluation of UNICEF's strategies and programme performance. Mozambique Country Case Study.	UNICEF	2017
6. UNHCR Response in Mozambique, Malawi and Zimbabwe- Update	UNHCR	July-August 2019
III.WFP Mozambique – strategy and operations	Author	Period
1. Mozambique Country Strategic Plan (CSP) 2017-2021	WFP	2017-2021
2. Mozambique CSP Line of Sight	WFP	2017-2021
3. Mozambique CSP Country Portfolio Budget	WFP	2017-2021
4. Mozambique CSP Budget Revision (BR) #1 to #4 explanations	WFP	2017-2019
5. Mozambique CSP needs based plan and expenditures after BR#4	WFP	2017-2021
6. Mozambique 2017 Annual Country Report (ACR)	WFP	2017
7. Mozambique 2018 Annual Country Report (ACR)	WFP	2018
8. Mid-Term Review of WFP Mozambique CSP 2017-2021	WFP	2017-2019
IV.WFP Mozambique – other		
1. Standard Project Reports for 2017 operations in Mozambique	WFP	2017
2. Mozambique Country Brief	WFP	January 2019
3. Mozambique staffing (location)	WFP	2016-2019
4. Evaluation reports and management responses: <ul style="list-style-type: none"> <li>a. Mozambique, Country Programme 200286 Operation Evaluation</li> <li>b. Mozambique, Country Programme 200286 Operation Evaluation (Management Response)</li> <li>c. Mozambique, Protracted Relief and Recovery Operation 200355 Operation Evaluation</li> <li>d. Mozambique, Protracted Relief and Recovery Operation 200355 Operation Evaluation (Management Response)</li> <li>e. Decentralised Evaluation- Mozambique Gender Transformative and Nutrition Sensitive (GTNS) Programme (2019-2021)-Baseline. Only TORs</li> <li>f. Resilience Strategic Evaluation</li> <li>g. Corporate Partnership Strategy Policy Evaluation</li> <li>h. Safety Nets Policy Evaluation</li> <li>i. Pilot Country Strategic Plan</li> </ul>	WFP	Various
V. WFP Global		
1. WFP Strategic Plan 2017-2021	WFP	2017-2021
2. Revised Corporate Results Framework	WFP	2017-2021
3. Policy and Guidance on Country Strategic Plans	WFP	2017-2021
4. Integrated Road Map (brief, guidance, concept note)	WFP	2017-2021
5. Copies of key policies (e.g. gender, humanitarian principles, nutrition, etc.) – see e-library for full list	WFP	Various
6. Copies of internal WFP guidelines, directives, etc.	WFP	Various
VI. Other		
1. Supporting Mozambique towards the HIGH5S	African Development Bank	2018-2022
2. Progress Towards EU-funded MDG1c Programme Evaluation- TORs	European Commission Delegation to Mozambique	

## Annex 13: Proposed Members of the Internal Reference Group

Country Office
Antonella D'Aprile; Country Director
Pierre Lucas; Deputy Country Director
Pedro Mortara; School Feeding Officer
Jan Van der Velde; M&E Officer
Lindsey Wise; Nutrition Officer
Nicolas Babu; Emergency Response Officer
Anahito Boboeva; Head of Partnerships
Regional Office
Kai Roehm; Regional Programme Policy Officer (Lead on social protection, CBT and school feeding)
Rose Craigue; Regional Nutrition Advisor
Mauricio Burtet; Regional Programme Policy Officer (Lead on emergency preparedness and response)
Head Quarters
Brian Lander & Ilaria Dettori; Deputy Directors of Emergencies
Francois Buratto, Deputy Chief, Food Procurement
Maria Lukyanova; Senior Programme Officer, Technical Assistance and Country Capacity Strengthening Service

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### ***Keep in Copy***

Margaret Malu, Deputy Regional Director

Grace Igweta, Regional Evaluation Officer

## Annex 14: Terms of Reference of the Internal Reference Group



### EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

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#### Terms of Reference for the CSPEs Internal Reference Group (IRG)

##### 1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

##### 2. Purpose and Guiding Principles of the IRG

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

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

##### 3. Roles

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

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase.
- Suggest key references and data sources in their area of expertise.
- Participate in field debriefings (optional).
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change

the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.

- Participate in national learning workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

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

#### **4. Membership**

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaus. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at regional bureau level. Selected HQ staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at RB level<sup>51</sup> (where no technical lead is in post at RB level, HQ technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

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<sup>51</sup> An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.



Country Office	Regional Bureau	Head Quarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> <li>• Evaluation focal point (nominated by CD)</li> <li>• Head of Programme</li> <li>• Deputy Country Director(s)</li> <li>• Country Director (for smaller country offices)</li> </ul>	<p><i>Core Members:</i></p> <ul style="list-style-type: none"> <li>• Regional Supply Chain Officer</li> <li>• Senior Regional Programme Advisor</li> <li>• Regional Head of VAM</li> <li>• Regional Emergency Preparedness &amp; Response Unit Officer</li> <li>• Regional Gender Adviser</li> <li>• Regional Humanitarian Adviser (or Protection Adviser)</li> <li>• Regional Monitoring Officer</li> </ul> <p><i>Other possible complementary members as relevant to country activities:</i></p> <ul style="list-style-type: none"> <li>• Senior Regional Nutrition Adviser</li> <li>• Regional School Feeding Officer</li> <li>• Regional Partnerships Officer</li> <li>• Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods)</li> <li>• Regional HR Officer</li> <li>• Regional Risk Management Officer</li> </ul> <p><b>Keep in copy: REO and RDD</b></p>	<ul style="list-style-type: none"> <li>• Technical Assistance and Country Capacity Strengthening Service, OSZI</li> <li>• School Based Programmes, SBP</li> <li>• Protection and AAP, OSZP</li> <li>• Emergencies and Transition Unit, OSZPH.</li> <li>• Cash-based Transfers, CBT.</li> <li>• Staff from Food Security, Logistics and Emergency Telecoms Global Clusters</li> </ul> <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with <a href="#">OEV Communication Protocol</a></p>

## 5. Approach for engaging the IRG:

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

While the IRG members are not formally required to provide feedback on the Terms of Reference (ToR), the OEV Regional Unit Head and OEV Evaluation Manager will consult with the Regional Programme Advisor and the Regional Evaluation Officer at an early stage of ToR drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the CSP; c) humanitarian situation and d) key donors and other strategic partners.

Once the draft ToR are ready, the OEV Evaluation Manager will prepare a communication to be sent from Director OEV to the Country Director, with copy to the Regional Bureau, requesting comments to the ToR from the Country Office and proposing the composition of the IRG for transparency.

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

## Annex 15 Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
APR	Annual Performance Report
CO	Country Office
CP	Country Programme
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DEV	Development Project
EB	Executive Board
EMOP	Emergency Operation
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEEW	Gender equality and the empowerment of women
GoM	Government of Mozambique
HQ	Headquarters
IR	Inception Report
IRG	Internal Reference Group
M&E	Monitoring & Evaluation
MTR	Mid Term Review
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/D AC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
RB	Regional Bureau
RBJ	Regional Bureau of Johannesburg
REO	Regional Evaluation Officer
SDG	Sustainable Development Goal

SBGV	Sexual and Gender-Based Violence
SER	Summary Evaluation Report
TL	Team Leader
TOR	Terms of Reference
UN-SWAP	United Nations System Wide Action Plan
UN CERF	United Nations Central Emergency Response Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
VAM	Vulnerability Assessment and Mapping
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review