

# Evaluation

Summary Terms of Reference



## Mozambique: An Evaluation of WFP's Country Strategic Plan (2017-2021)

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 and 2) to provide accountability for results to WFP stakeholders.

### Subject of the Evaluation

The Mozambique CSP 2017-2021 places emphasis on WFP's engagement in 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, but in March 2019 a budget revision introduced a new strategic outcome and related activities for the provision of humanitarian services in response to the emergency generated by cyclone Idai. WFP also collaborates with UNHCR in assisting refugees and asylum seekers in Nampula with food rations, and coordinates implementation of a refugee livelihoods programme in the camp.

As of January 2021, Mozambique CSP is 64% funded, against a Needs Based Plan of approximately USD 528 millions.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

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.

### Objectives and Stakeholders of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in June 2022.

### Key Evaluation Questions

The evaluation will address the following four key questions:

**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?**

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Mozambique?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**Question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?**

The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

## Scope, Methodology and Ethical Considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in June 2017, as well as any subsequent approved budget revisions.

The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2016 to the second quarter of 2021<sup>1</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 evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement. In light of the COVID19 pandemic, the evaluation will be conducted remotely. Depending on how the situation evolves, the final Learning Workshop will be held remotely or in the Country.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

## Roles and Responsibilities

1. **Evaluation Team:** The evaluation will be conducted by a team of independent consultants combining experience in humanitarian and development contexts and

knowledge of the WFP food and cash transfer modalities, technical assistance modalities and regional experience.

**OEV Evaluation Manager:** The evaluation will be managed by Sergio Lenci, Senior Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Andrea Cook, Director of Evaluation.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products. The Director of Evaluation will approve the final versions of all evaluation products.

**Stakeholders:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

## Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in August 2021 to inform the new CSP design process. A country learning workshop will be held in November 2021 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

## Timing and Key Milestones

**Inception Phase:** January - March 2021

**Remote Data collection:** June July 2021

**Remote Debriefing:** August 2021

**Reporting:** September – December 2021

**Learning Workshop:** November 2021

**Executive Board:** June 2022

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<sup>1</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.

Full Terms of Reference are available at <http://newgo.wfp.org/topics/evaluation>

For more information please contact the WFP Office of Evaluation at: [WFP.evaluation@wfp.org](mailto:WFP.evaluation@wfp.org)