

Evaluation of Malawi WFP Country Strategic Plan 2019-2023

Summary Terms of Reference



SAVING
LIVES
CHANGING
LIVES

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 and focus of the evaluation

WFP has been present in Malawi since 1965. The CSP (2019-2023) represents a shift in WFP's strategy in the country from a focus on direct implementation to strengthening capacities. Through food, cash and voucher distributions and capacity strengthening modalities, the eight activities under the CSP seek to:

- enhance food security and nutrition for shock affected populations including refugees;
- ensure vulnerable populations benefit from strengthened shock-responsive social protection systems and efficient supply chains that ensure access to safe, nutritious food;
- improve the nutrition status for children under 5, adolescents, pregnant and lactating women and girls, and TB and HIV/AIDS clients;
- enhance resilience of smallholder producers and vulnerable populations in Malawi (especially women) through diversified livelihoods, increased marketable surpluses and access to well-functioning food systems and efficient supply chains;
- increase capacity and improved supply chain systems for national and local institutions, agencies and enterprises; and
- access to increased supply chain services throughout crises for humanitarian and development partners.

The CSP has a total budget of USD 629.7 million, of which 38.1 per cent was funded as of 31 December 2021. The CSP aims at reaching 4.85 million beneficiaries over five years.

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 (AAP).

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

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 November 2023.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?

The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes and the UNSDCF in Malawi?

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and to the UNSDCF and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other 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 the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; to the development of appropriate partnerships and collaboration with other actors; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacity to deliver the CSP and 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 November 2018, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) under the CSP up to September 2022. It also includes activities implemented in 2018 prior to the Country Strategic Plan to allow assessing the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach 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.

The evaluation conforms to WFP and 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

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of expertise relevant to the Malawi CSPE (i.e. school feeding, nutrition, capacity strengthening, social safety nets).

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Vivien Knips, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts. Sanela Muharemovic will provide research analysis support. Second level quality assurance will be provided by Aurelie Larmoyer, Senior Evaluation Officer.

An **Internal Reference Group** composed 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 Deputy Director of Evaluation, Anne-Claire Luzot, 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 in September 2022 to inform the new CSP design process. A country learning workshop will be held in November 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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: April - July 2022

Data collection: August - September 2022

Remote Debriefing: September 2022

Reports: September 2022 - January 2023

Stakeholder Workshops: November 2022

Executive Board: November 2023