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# **Evaluation of Malawi WFP Country Strategic Plan 2019-2023**

Terms of reference – 25/02/2022

February 2022

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# 1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders.

2. The purpose of these ToR is to provide key information to stakeholders about the evaluation, 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 evaluation scope; 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

3. 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 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 Plans and the WFP Evaluation Policy.

## 1.2. CONTEXT

### General overview

4. Malawi is a landlocked country in southeastern Africa and borders with Zambia to the west, Tanzania to the north and northeast, and Mozambique to the east, south and southwest. With a surface area of 118,484 km<sup>2</sup>, the country is divided into three regions and 28 districts.

5. In 2020, Malawi had a total population of 19.1 million people, predominantly youthful, with 43 percent below the age of fifteen.<sup>1</sup> Life expectancy at birth stands at 61 and 67 years, respectively for men and women, with a fertility rate of 4.1 children per woman, which dropped by 25 percent over the last 10 years.<sup>2</sup> The latest census from 2018 identified over 12 tribal affiliations with Chewa, Lomwe, Yao, Ngoni and Tumbuka as most populous. The population is mainly located in rural areas (82.6 percent in 2020), however, with a very high rate of urbanization.<sup>3</sup>

6. Malawi is a generally peaceful country and has had stable governments since independence in 1964. One-party rule ended in 1993; since then, multi-party presidential and parliamentary elections have been held every five years.

7. Malawi is in the early stages of a structural transformation from a low-income country reliant on rain-fed agriculture with high levels of poverty and inequality to a middle-income country based on a more diversified and inclusive economy.<sup>4</sup> However, with agriculture still the most important sector of the economy and the importance of agricultural products for export - especially tobacco, as the primary export commodity of the country - agricultural growth still correlates closely with GDP growth.<sup>5</sup>

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<sup>1</sup> The World Bank Group, 2021a.

<sup>2</sup> UNFPA, 2021. Total fertility rate per women aged 15-49 in 2009 was 5.5, UNFPA. 2011. State of World Population 2011.

<sup>3</sup> The World Bank Group, 2021a. Annual urban population growth rate of 4.1 percent in 2020 as compared to overall population growth rate of 2.7.

<sup>4</sup> The Government of Malawi & United Nations in Malawi, 2019.

<sup>5</sup> Giertz, A. et. Al, 2015.; Mangani, R. et al., 2020.

8. Over 2015-2019, Malawi's economic growth averaged 3.8 percent, and in 2020 the country reached a GDP per capita of 625 USD.<sup>6</sup> In 2020, 70.7 percent of the working age population was employed, with 48.9 of the labour force made up of women.<sup>7</sup>

9. In 2019 Malawi had a Human Development Index of 0.483, which puts the country in the **low human development** category and ranks it 174 out of 189 countries. Between 2015 and 2019, Malawi slightly dropped in the ranking despite an increase in the HDI value from 0.468 to 0.483.<sup>8</sup>

10. Poverty and inequality remain high. According to the 2020 UNDP Human Development Report, 18.5 percent of the total population lives in **severe multidimensional poverty**, while 28.5 percent is vulnerable to multidimensional poverty. Poverty in Malawi is driven by low productivity in the agriculture sector, limited opportunities in non-farm activities, volatile economic growth, rapid population growth, and limited coverage of safety net programs and targeting challenges.

11. Malawi's **HIV prevalence** is one of the highest in the world. According to the National AIDS Commission, overall, 8.8 percent of Malawian adults aged 15-49 are HIV positive. HIV prevalence is higher among women (10.8 percent) than among men (6.4 percent). Malawian women and men living in urban areas are more likely to be HIV positive than those in rural areas.

12. Malawi has been affected by the **COVID-19 pandemic**. As of 14 February, there have been 85,025 confirmed cases of COVID-19 with 2,596 deaths reported to WHO. As of 2 January 2022, a total of 1,8 million vaccine doses have been administered.<sup>9</sup> The Government of Malawi declared a State of Disaster in response to COVID-19 on 20 March 2020. The COVID-19 pandemic heavily affected Malawi's economy and GDP growth dropped to 0.8 percent in 2020

### National policies and the SDGs

13. Malawi's Development Agenda is anchored on the Malawi Growth and Development Strategy (MGDS III) 2017-2022, which seeks to improve productivity, increase national competitiveness, develop resilience to shocks and hazards and advance gender equality and women's empowerment. In January 2021, the government launched the Malawi Vision 2063 and a corresponding 10-year implementation plan (MIP-1 2021-2030) that aims at transforming Malawi into a wealthy and self-reliant industrialized upper middle-income country.

14. Relevant policies and strategies to achieve food security and nutrition objectives include:

- National Agricultural Investment Plan for 2018-2022
- National Resilience Strategy for 2018-2030
- National Multisectoral Nutrition Policy 2018-2022
- Malawi National Social Support Programme II (MNSSP II) 2018-2023
- National School Health and Nutrition Policy (2017)

15. Malawi undertook a **Voluntary National Review** (VNR) in 2020. Over the period 2016-2020, key progress was made on SDG 3 - Health, with significantly declining under 5 mortality rates and SDG 4 - Education, especially on gender parity in primary schools. On SDG 2 - Zero Hunger, overall progress has been moderate despite significant progress on child malnutrition indicators.<sup>10</sup>

### Food and nutrition security

16. In the 2020 Global Hunger Index, Malawi ranks 80th out of the 107 countries with a score of 22.6, falling into the category "serious hunger condition".<sup>11</sup>

17. With the high population share engaged in agriculture for their livelihoods, food security is dependent on rainfall and quality of harvests. As shown in Figure 1, between July and September 2021, an

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<sup>6</sup> The World Bank Group, 2021a.

<sup>7</sup> *Ibid.*

<sup>8</sup> United Nations Development Programme, 2020.

<sup>9</sup> World Health Organization, 2021.

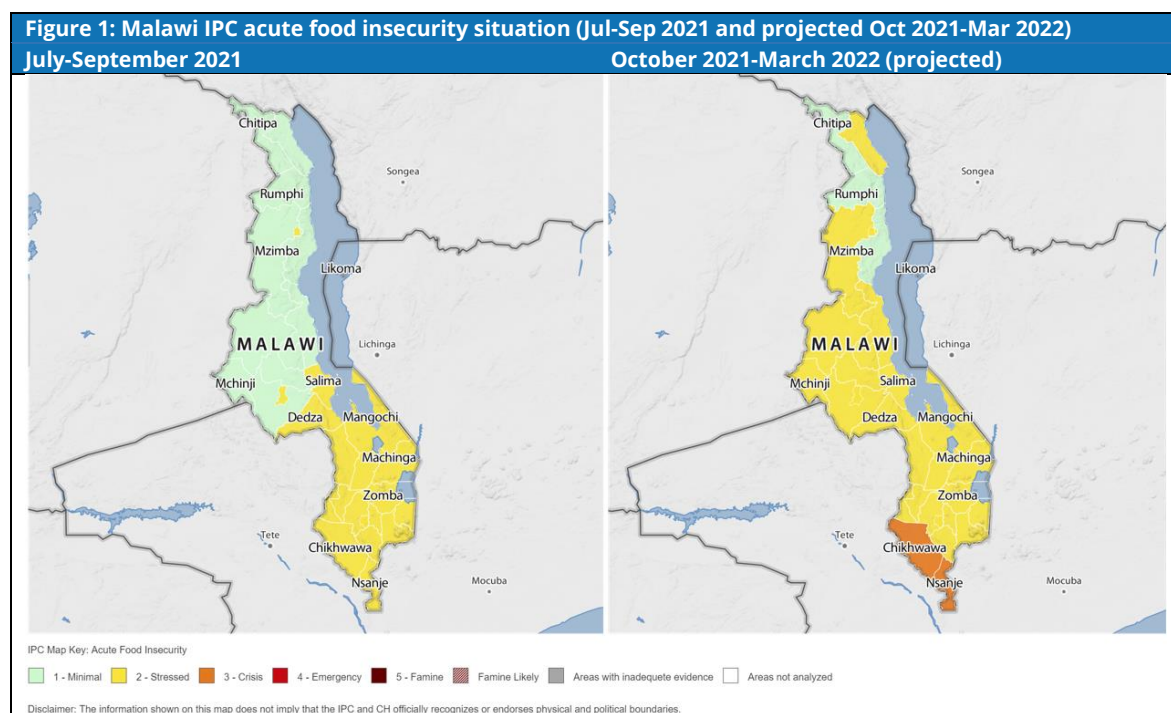
<sup>10</sup> Government of Malawi, 2020.

<sup>11</sup> Welthungerhilfe & Concern Worldwide, 2020.

estimated 1.1 million people in Malawi were facing **high level of acute food insecurity** (IPC Phase 3 or worse) about 40 percent lower than the estimate for the same period in 2020. This is linked to the fact that Malawi had a record high maize production, 46 percent above the five-year average in 2021. Food insecurity improvements were constrained by severe dry spells in some pockets and early tailing of rainfall, which led to localized production shortfalls coupled with the impact of COVID-19 on remittances, petty trade and self-employment activities. In the projection period (October 2021 to March 2022), the population in IPC Phase 3 or above is expected to increase to about 1.5 million people.<sup>12</sup>

18. The **prevalence of undernourishment** decreased from 22.5 percent in 2004–2006, to 17.3 percent in 2018–2020.<sup>13</sup> According to the latest demographic and health survey (DHS) in 2015/16, 37 percent of children under the age of 5 were stunted, and 3 percent were wasted. Stunting levels were higher among children living in rural areas (39 percent) compared to children in urban settlements (25 percent).<sup>14</sup>

19. Chronic food insecurity coupled with high vulnerability to even the smallest fluctuations in weather patterns and recurring extreme weather events as well as limited national social protection systems, have led to **cyclical humanitarian responses** to meet food and nutrition needs. During the 2016/17 lean season, Malawi experienced its worst food security crisis in over a decade, with 6.7 million people facing chronic or acute food insecurity.<sup>15</sup>



Source: IPC Technical Working Group, Report issued in August 2021

## Agriculture

20. Agriculture is an important sector of the economy, accounting for 21 percent of GDP in 2020 and engaging more than 76 percent of the employed population, with a higher percentage for women.<sup>16</sup> Crop production, predominantly maize and beans, represents the largest share of agriculture, followed by livestock, forestry and fisheries.<sup>17</sup>

<sup>12</sup> IPC, 2021.

<sup>13</sup> Food and Agriculture Organization of the United Nations, 2021

<sup>14</sup> National Statistical Office & The DHS Program, IPC International, 2017.

<sup>15</sup> Government of Malawi & United Nations in Malawi, 2019.

<sup>16</sup> The World Bank Group, 2021b.

<sup>17</sup> Government of Malawi & United Nations in Malawi, 2019.

21. Agriculture in Malawi is characterized by low productivity on a fixed land area and diminishing plot sizes. The country's agricultural output per worker is among the lowest in the world and agricultural production has been growing at a slow annual rate of 2.1 percent since 2000 – below the rate of population growth.<sup>18</sup>

22. The agricultural sector is dominated by rain-fed production of maize and groundnuts as the main staple crops and over 90 percent of all maize produced in Malawi comes from smallholder farmers. Most smallholder farmers are constrained by limited land and assets to produce maize surplus for sale.<sup>19</sup>

### **Climate change and vulnerability**

23. Malawi's diverse topography results in a wide range of climates and highly variable annual rainfall. The flood plains, wetlands, and forests of the Lower Shire Valley are particularly vulnerable to climate change. Malawi is particularly prone to adverse climate hazards that include dry spells, seasonal droughts, intense rainfall, riverine floods, and flash floods. Droughts and floods, the most severe of these hazards, have increased in frequency, intensity, and magnitude over the past decades.<sup>20</sup> Over three-quarters of Malawi's soils are at risk of loss, due to fragile soils on steep slopes and erosive rainfall, making soil loss one of the key threats to food security and nutrition and agricultural growth.<sup>21</sup>

24. The last two consecutive disasters, devastating floods from 2014-2015 and dry spells between 2015-2016 led to widespread crop failure and caused high levels of food insecurity.<sup>22</sup>

25. Compounding political, geographic, and social factors, make Malawi highly vulnerable to **climate change impacts**, ranking 163 out of 181 countries in the 2019 ND-GAIN Index.<sup>23</sup> Highly exposed to floods and droughts, between 2000 and 2020 Malawi experienced six droughts, 31 floods and a tropical cyclone which have affected in total 13.5 million people.<sup>24</sup>

### **Education**

26. Over the last 10 years Malawi invested on average 4.2 percent of the GDP in education, reaching a literacy rate of 65 percent in 2015, which is lower for the female population (55.2 percent).<sup>25</sup>

27. The primary education Net Attendance Rate (NAR) is 94 percent for girls and 93 percent for of boys. The NAR drops in secondary school, to only 18 percent of girls and 17 percent of boys aged 14-17 attending.<sup>26</sup> Among both women and men, the median number of years of schooling is higher in urban areas than in rural areas with 6.7 years versus 2.7 years among women and 7.6 versus 3.4 years among men.<sup>27</sup>

28. Under the Malawi National Social Support Program 2, the Government of Malawi, supported by development partners, including WFP, implements a school feeding programme in selected schools, which heavily depends on donor financing.<sup>28</sup>

29. In response to the COVID-19 emergency, schools were closed from March to September 2020.

30. Refugees hosted in Malawi have full access to education.

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<sup>18</sup> Mangani R. et al., 2020.

<sup>19</sup> Lindsjo K. et al., 2021., FAO 2018. Country factsheet on small family farms Malawi

<sup>20</sup> Global Facility for Disaster Reduction and Recovery, 2011.

<sup>21</sup> Vargas R. & Omuto, C., 2016.

<sup>22</sup> International Development Association, 2016.

<sup>23</sup> University of Notre Dame. 2021. The ND-GAIN Index ranks 181 countries using a score which calculates a country's vulnerability to climate change and other global challenges as well as their readiness to improve resilience. [Notre Dame Global Adaptation Initiative](#).

<sup>24</sup> Université catholique de Louvain, 2021.

<sup>25</sup> The World Bank Group, 2021a.

<sup>26</sup> National Statistical Office & The DHS Program, IPC International, 2017.

<sup>27</sup> *Ibid.*

<sup>28</sup> ILO Social protection in Malawi

## Gender

31. Women in Malawi score worse than men on most social and economic indicators, including wage equality, political participation, exposure to violence, secondary and tertiary education enrolment, literacy and ownership of land and assets. Female-headed households are more likely to be poor and are disproportionately represented in the lowest quartile of income distribution. Women head about 30 per cent of all households, and 57 per cent of female-headed households live in income poverty compared to 40 per cent of male-headed households.<sup>29</sup>

32. Malawi has one of the highest rates of child marriage in the world, with almost half of adolescent girls married before the age of 18 and corresponding high rates of teenage pregnancies (29 percent of girls between the age of 15-19).<sup>30</sup>

33. Malawi ranked 142 out of 162 countries in the 2019 **gender inequality index**,<sup>31</sup> with female participation in the labour market at 72.6 percent compared to 81.1 for men. In Malawi, 22.9 percent of parliamentary seats are held by women.<sup>32</sup> For every 100,000 live births, 349 women die from pregnancy related causes.

34. Sexual and Gender Based Violence (SGBV) is a serious concern in Malawi, 38 per cent of women aged 15-49 have experienced lifetime and 24 percent have experienced physical or sexual violence in the last 12 months, according to the latest Demographic and Health Survey of 2015/16.

## Refugees and humanitarian protection

35. Malawi hosts refugees and asylum seekers, mainly from the Democratic Republic of the Congo (31,620 people), Burundi (11,940 people) and Rwanda (7,552 people).<sup>33</sup> The majority of the refugees are located in Dzaleka refugee camp, initially designed for 10,000 people but now housing 51,415 refugees, according to UNHCR, driven also by a recent government order for refugees settled in other parts of the country to return to the camp.<sup>34</sup> Overcrowding at Dzaleka refugee camp poses a serious health risk of community transmission of COVID-19 and other infectious diseases.<sup>35</sup>

36. The influx of new arrivals slowed in early 2020 due to COVID-19-related border closures. Nevertheless, throughout the pandemic, Malawi has maintained its long-standing open-door policy to asylum-seekers, providing a site for new arrivals (mainly from the Democratic Republic of Congo) to be screened and quarantined before joining the rest of the refugee community.<sup>36</sup>

37. Malawi has adopted the **Global Compact on Refugees** (GCR) and the **Comprehensive Refugee Response Framework** (CRRF).<sup>37</sup> While non-binding, they embody the ambition of the international community for strengthened cooperation and solidarity with refugees and affected host countries through burden- and responsibility-sharing, and contributions in support of host countries.

## International development assistance

38. During the period 2018-2019, Malawi received on average USD 1,300 million in official development assistance (ODA) annually (figure 2). The largest share of these funds was directed to health and population (35 percent), economic infrastructure and services (15 percent), and other infrastructure and services (14 percent) (figure 3).

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<sup>29</sup> Government of Malawi & United Nations in Malawi, 2019.

<sup>30</sup> National Statistical Office & The DHS Program, IPC International, 2017.

<sup>31</sup> United Nations Development Programme, 2020. The index for Malawi is 0.565. The Gender Inequality Index reflect three dimensions: reproductive health, empowerment, and economic activity.

<sup>32</sup> The World Bank Group, 2021b.

<sup>33</sup> UNHCR, 2021.

<sup>34</sup> BBC, 2021.

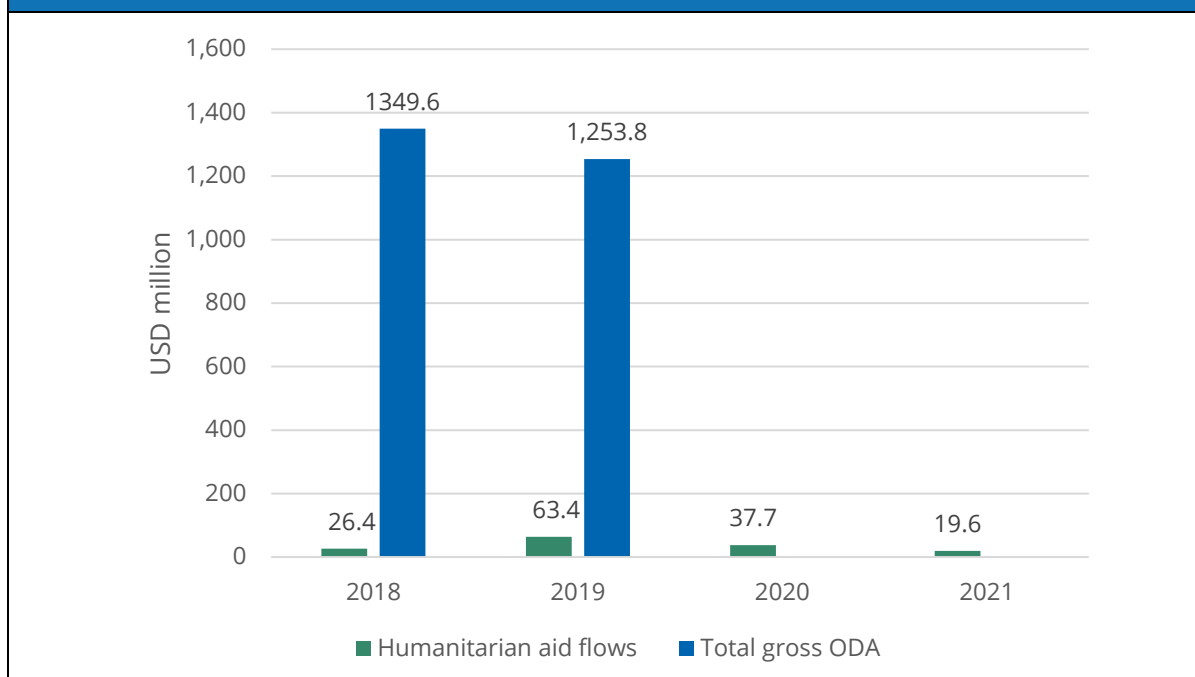
<sup>35</sup> UNHCR, 2021.

<sup>36</sup> UNHCR. [Covid-19 report Southern Africa](#).

<sup>37</sup> United Nations, 2018.

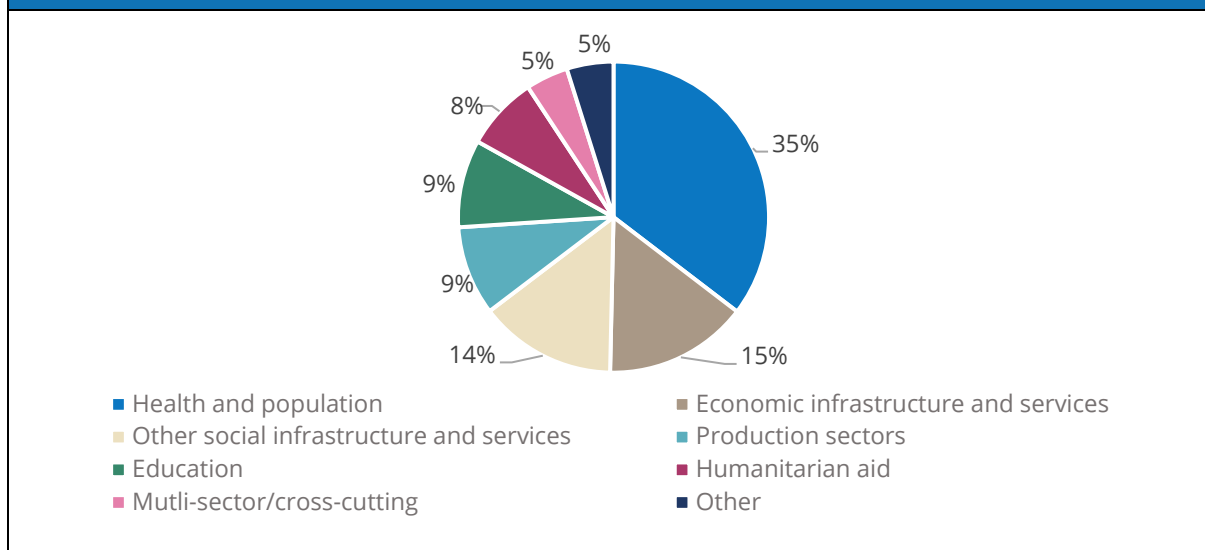


**Figure 2: International assistance to Malawi 2018-2021**



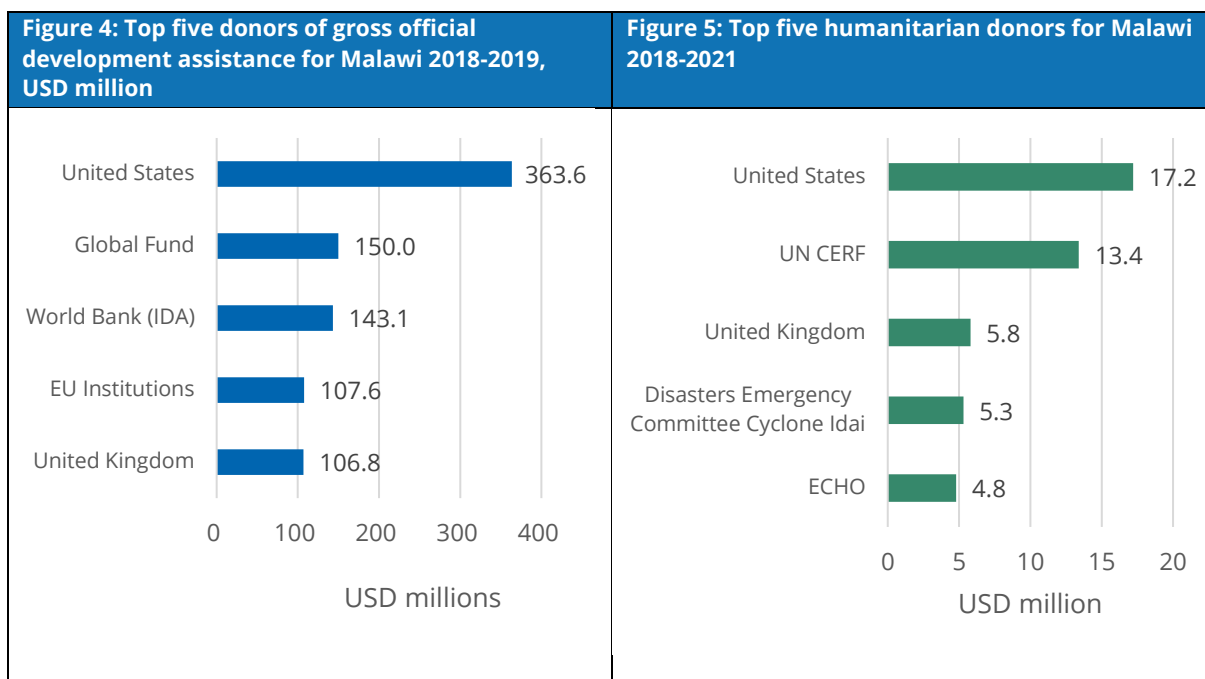
Source: OECD-DAC, UN OCHA - FTS, data extracted on 9.11.2021. Note (\*) No ODA data available for 2020 and 2021

**Figure 3: International assistance to Malawi 2018-2021 by sector**



39. By comparison, humanitarian aid flows to Malawi are of a much lower magnitude; the country received on average USD 37 million in humanitarian aid per year between 2018 and 2021 (figure 2).

40. Principal ODA donors to Malawi have been the United States, the Global Fund, the World Bank (IDA), EU institutions and the United Kingdom (figure 4). These five donors accounted for approximately 70 percent of total ODA in this period. The United States is also a top donor of humanitarian aid, followed by UN CERF, the United Kingdom, Disasters Emergency Committee for Cyclone Idai and ECHO (figure 5). The response to cyclone Idai and the associated flooding was coordinated by the Government of Malawi, which in March 2019 issued a three-month response plan targeting 162,240 households and an appeal for USD 30.6 million to close the resource gap. In January 2022, the Government of Malawi issued a general appeal to the international community to support its response to the tropical storm Ana, which was estimated to have affected 216,972 people.



Source: OECD website, data extracted on 9.11.2021.

Source: OCHA FTS, data extracted on 9.11.2021.

### United Nations Sustainable Development Cooperation Framework (UNSDCF)

41. While describing the UNDAF 2012-2018 as a good compilation of agency mandates and capacities, organized and deployed around national and international priorities, the final UNDAF evaluation in 2015<sup>38</sup> found that it had limited linkage among its clusters, with UNDAF outcomes and outputs generally operating in silos and addressing symptoms rather than underlying causes. The evaluation echoed the mid-term evaluation of 2013 by recommending the UN to scale up its ambition to the next level of Delivering as One with joint programming under each outcome.<sup>39</sup>

42. The UNSDCF 2019-2023 was informed by key lessons and recommendations from the 2015 UNDAF evaluation. A 2017 Root Cause Analysis identified five key root causes that prevent Malawi from embarking on transformative development pathways:

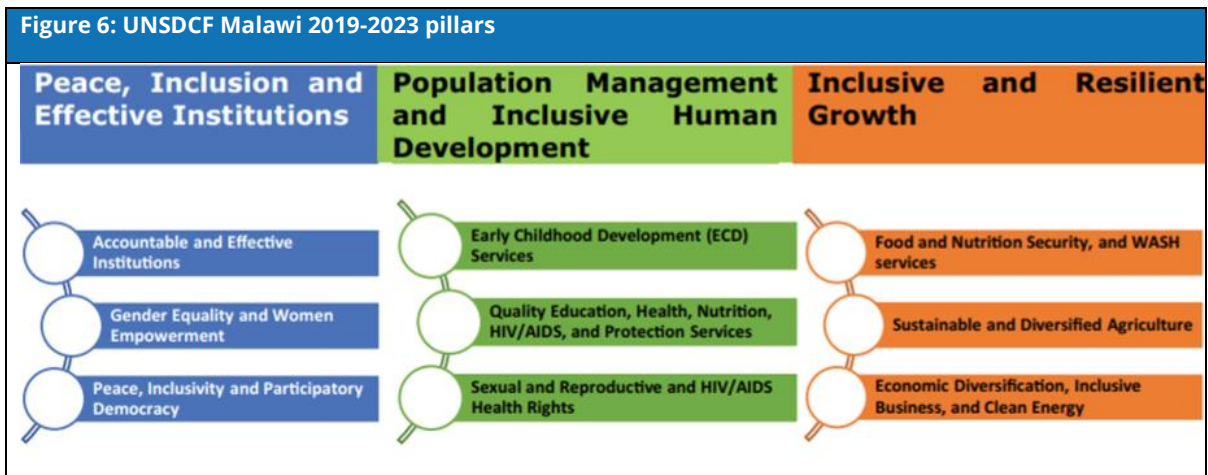
- 1) Poor governance
- 2) Climate change
- 3) Weak economic structure
- 4) Rapid population growth
- 5) Negative social norms

43. The United Nations development assistance framework for 2019–2023 (UNSDCF) is aligned with the Government’s development aims as expressed in the Malawi Growth and Development Strategy. United Nations agencies act jointly on the UNSDCF’s three pillars: peace, inclusion and effective institutions; population management and inclusive human development; and inclusive and resilient growth (see figure 5).

<sup>38</sup> The final evaluation was conducted in 2015 given the original period foreseen for the UNDAF was 2012-2016 with a later extension until 2018.

<sup>39</sup> The 2012-2018 UNDAF final evaluation report

Figure 6: UNSDCF Malawi 2019-2023 pillars



Source: Malawi 2020 UN Country Annual Results Report

44. A review of the UN's comparative advantage found that it is centred on multisectoral support to resilience, development effectiveness, policy advice and advocacy, governance and human rights, capacity development, innovation and data support.

45. The budget in 2020 reduced from USD271 million in 2019 to USD 268 million. However, USD183 million was mobilized compared to USD 173 million in 2019 with 76 per cent of the available resource utilized compared to 43 per cent used in 2019. A disaggregated analysis by strategic priority level showed that in 2020 Pillar II and III had a high utilisation rates of 87 percent and 86 percent respectively, with lower utilisation rates under Pillar I (17 percent). Pillar III had a significant funding gap of USD 54 million, followed by Pillar II (USD 22.5 million) and lastly Pillar I (USD 8.4 million).<sup>40</sup>

<sup>40</sup> Malawi 2020 UN Country Annual Results Report

## 2. Reasons for the evaluation

### 2.1. RATIONALE

46. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on CSPs in 2016 “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 wider body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its country strategy and portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the new country strategic plan for Malawi – scheduled for EB approval in November 2023.

### 2.2. OBJECTIVES

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

### 2.3. STAKEHOLDER ANALYSIS

48. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional, and corporate learning. A matrix of stakeholders with their respective interests and roles in the CSPE is in Annex 4 and will be further refined by the Evaluation in the inception phase.

49. Internally, key evaluation stakeholders comprise the Country Office in Malawi, the Regional Bureau in Johannesburg, Headquarters divisions and the WFP Executive Board. A selection of WFP staff – agreed upon with RBJ – will be part of an **Internal Reference Group (IRG)** to share inputs on learning needs and intended uses of the evaluation results. Annexes 13 and 14 respectively present the IRG’s Terms of Reference and suggested composition.

50. Externally, WFP interacts with its target population groups; with the Government of Malawi; civil society institutions as relevant; international development actors, and private sector entities. As appropriate, OEV and the evaluation team will inform them of the evaluation and identify their interests during the inception phase; seek their views on WFP’s strategy and performance in Malawi during the data collection phase; and communicate and discuss evaluation results during the reporting and dissemination phase.

51. The CSPE will seek to engage with WFP target population groups, household members, community leaders, local government staff, cooperating partners etc. to learn directly from their experiences. Special attention will be given in hearing the voices of women and girls, and marginalised population groups including among the host communities and refugee population as relevant.

52. The **Government of Malawi** is a key partner and has influence on how WFP operates and engages in the country in terms of policy, strategy and operations. Key government stakeholders the evaluation will engage with, include the Ministry of Health; the Ministry of Agriculture, Irrigation and Water Development; the Ministry of Education, Science and Technology; the Ministry of Industry, Trade and Tourism; the Ministry of Gender, Children, Disability and Social Welfare; the Ministry of Home Affairs and Internal Security; the Ministry of Transport and Infrastructure Development; and the Department of Disaster Management Affairs in the Office of the President and Cabinet.

53. WFP is a member of the **UN** Country Team and works closely with other UN and humanitarian and development actors. It is a main partner of UNHCR for all activities targeting refugees, and collaborates with UNICEF, UNFPA, UNDP, ILO, FAO, IFAD, the World Bank, national universities and research institutions, and with a wide range of **Cooperating Partners**.

54. Key donors will also be consulted to understand their priorities and views of WFP’s work in Malawi.

## 3. Subject of the evaluation

### 3.1. SUBJECT OF THE EVALUATION

55. WFP has been present in Malawi since 1965. Operations prior to the CSP focused on school feeding, nutrition, resilience building, emergency response and food assistance to refugees. An overview of activities implemented before the current CSP is tabled below. In 2016 and 2017 WFP Malawi was also part of three regional level operations to prepare for the effects of El Niño.

Project	Timeframe	Objectives
Country Programme (DEV 200287)	2012 – 2017 (extended to 2018)	(i) contribute to increasing the proportion of boys and girls accessing and completing pre-primary and primary education in WFP-assisted schools. (ii) enhance the capacity of the Government to design and implement a sustainable school meals programme. (iii) contribute to the reduction of chronic and acute malnutrition among children, women and TB patients. (iv) contribute to increased and sustained food security and community resilience through investment in disaster preparedness, prevention and mitigation measures.
Protracted Relief Recovery Operation Responding to humanitarian needs and strengthening resilience (PRRO 200692)	2014 – 2017 (extended to 2018)	(i) provide life-saving food assistance for targeted food-insecure populations during the lean season (ii) restore livelihoods and enhance household and community resilience through the creation of assets in Government-led complementary partnerships (iii) reduce disaster risk and enhance the resilience of households vulnerable to lean-season food shortages; and prevent moderate malnutrition and micronutrient deficiencies in the 1,000 days from conception and help to prevent stunting.
Food Assistance for Refugees in Malawi (PRRO 200460)	2013-2015 (extended to 2018)	(i) Enable refugees to meet minimum levels of food security (ii) Prevent and reduce micronutrient deficiencies in children under two with special emphasis on anaemia (Strategic Objective) (iii) Support the re-establishment of the livelihoods of host communities and reduce environmental degradation in the surrounding areas

56. The Malawi CSP was approved in 2018. It was developed following the response to the El Niño caused 2016-2017 food security emergency and represents a shift in WFP's strategy in the country **from direct implementation to strengthening capacity focus**, mainly through two broad strategic changes with a focus on internal culture and external results:

- advancing thought leadership on food and nutrition security through strategic partnerships with academic and research institutions to undertake trials, assessments, studies, monitoring activities and research in order to generate evidence and demonstrate impact
- applying programme integration and systems strengthening, streamline coordination, build partnerships and draw on the expertise of its entire team in building national capacity
- seeking to facilitate long-term, nationally owned sustainable food systems in Malawi
- supporting nutrition-sensitive solutions to hunger and assessing long-term impact on gender transformation and sustainable economic structural transformation.

57. The CSP draws upon lessons learned from the following studies: a 2014 mid-term operation evaluation of country programme 200287; a 2015 evaluation of school feeding; a 2016 operation evaluation of protracted relief and recovery operation 200692; a 2018 after-action review of “purchase for progress”

activities; a 2017 after-action review of the food insecurity humanitarian response of 2016–2017; and a 2018 discussion report by the International Food Policy Research Institute on the food insecurity response programme of 2016–2017. The CSP summarized the findings of these reports in four broad recommendations:

- Strengthen government capacity;
- Improve evidence-based programming;
- Increase monitoring;
- Foster synergies across programmes.

58. The regional bureau commissioned a synthesis<sup>41</sup> that compiled evidence from 22 evaluations of operations in Malawi conducted between 2011 and 2018. Lessons learned with regard to strategy and programming from this synthesis include a need for WFP to:

- Increase efforts to transfer school meals and nutrition activities to the Government
- adopt a broader partnership approach and a greater focus on capacity strengthening
- adopt more integrated programming to connect recovery, resilience building and nutrition interventions
- use partnerships to scale up resilience and social protection programmes.
- mainstream gender in WFP interventions, including the tracking of gender equality indicators.

59. Table 3 gives an overview of CSP Strategic Outcomes (SOs), activities and transfer modalities as for the latest budget revision. The CSP underwent **two budget revisions**, documented as follows:

- Budget revision 01 (May 2019): addition of strategic outcome 6 with activities 7 and 8, to respond to the emergency caused by tropical cyclone Idai. The budget increased by USD 1.3 million, reaching a total of USD 621.1 million.
- Budget revision 02 (April 2021): to accommodate the provision of logistics services to the humanitarian community thus ensuring the necessary support is in place to enable effective and efficient responses to the current COVID-19 pandemic and possible future emergencies (under activities 7 and 8). The budget increased by USD 8.7 million, reaching a total of USD 629.7 million.

Table 3: Malawi CSP (2019-2023), Overview of Strategic Outcomes and Activities		
Strategic Outcomes	Activities	Transfer modalities
<b>SO1:</b> Shock-affected people in Malawi, including refugees, have access to nutritious food all year ( <i>crisis response</i> )	Activity 1: Provide cash and/or food transfers to refugees, malnourished people and the most vulnerable populations affected by seasonal shocks	Food, CBT and vouchers
<b>SO2:</b> Vulnerable populations in food-insecure communities benefit from strengthened shock-responsive social protection systems and efficient supply chains that ensure access to safe, nutritious food all year ( <i>resilience building</i> )	Activity 2: Support national social protection systems to become increasingly shock-responsive and hunger- and nutrition-sensitive	Capacity Strengthening
	Activity 3: Provide nutritious meals to schoolchildren in food-insecure areas	Food
<b>SO3:</b> Targeted populations in Malawi – especially children under 5, adolescents, pregnant and lactating women and girls, and TB and HIV/AIDS clients – have	Activity 4: Provide chronic malnutrition and micronutrient deficiency prevention services to at-risk populations in targeted areas	Food, Capacity strengthening

<sup>41</sup> WFP 2018. Summary of evaluation evidence: Malawi 2011–2018.

improved nutritional status in line with national targets ( <i>resilience building</i> )		
<b>SO4:</b> Smallholder producers and vulnerable populations in Malawi (especially women) have enhanced resilience, through diversified livelihoods, increased marketable surpluses and access to well-functioning food systems and efficient supply chains by 2030 ( <i>resilience building</i> )	Activity 5: Provide resilience-building support, education and systems-strengthening services to smallholder farmers and value chain actors	Food, CBT, Capacity strengthening
<b>SO5:</b> National and local institutions, agencies and enterprises in Malawi have increased capacity and improved supply chain systems to achieve SDG 2 by 2030 ( <i>resilience building</i> )	Activity 6: Provide capacity strengthening, skills transfer, partnership activities and logistics and procurement services to national and local institutions and private-sector enterprises involved in food security, nutrition, food safety, disaster risk management and emergency response	Capacity strengthening
<b>SO6:</b> Humanitarian and development partners in Malawi have access to increased supply chain emergency services throughout the crisis ( <i>crisis response</i> )	Activity 7: Provide services through the Logistics Cluster to national disaster management offices and other relevant partners to improve emergency logistics coordination and supply chain management	
	Activity 8: Provide on-demand services to humanitarian and other relevant partners to ensure effective emergency assistance	

Source: WFP CSP Malawi and related budget revisions. Note (\*) Strategic outcome 6 and activities 7 and 8 were added through budget revision 01.

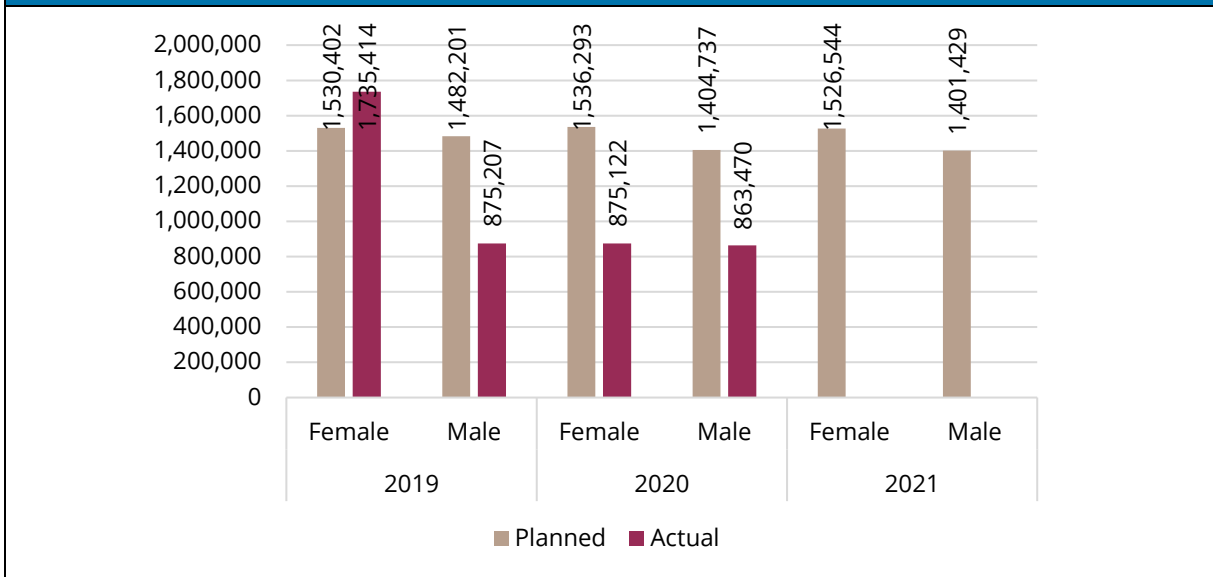
### Beneficiaries and transfers

60. In 2019, WFP Malawi reached 2.6 million beneficiaries, or 87 percent of approximately 3 million targeted under SO 1, 2 and 3, with more women (113 percent) and fewer men (59 percent) than planned (figure 7). The share of beneficiaries reached did not vary significantly by activity, with the exception of take-home rations under SO 2 (only 28 percent of girls and 42 percent of boys planned were reached) and climate adaptation and risk management activities under SO 4, where no actual beneficiaries were reported (Table 1, Annex 8). In 2020, a similar number of beneficiaries was planned (2.9 million), but fewer beneficiaries were actually reached – 1.7 million or 59 percent, with no drastic differences by gender. While a high share of planned beneficiaries was reached by general distribution activities under SO 1 (90 percent) and climate adaptation and risk management and FFA activities under SO 4 (75 percent), the school feeding activities under SO 2 reached only 30 percent (on-site school meals) and 25 percent (take-home rations). The number of beneficiaries reached included an estimated 1,261 persons with disabilities in 2019, which increased to 72,653 in 2020. More detailed breakdowns of beneficiary data can be found in Annex 8.

61. Under strategic outcomes 1 to 4, in 2019 WFP distributed about 45 percent of the planned food commodities, as well as 61 percent of the planned USD 46.3 million in cash. The distribution of both food and cash was even lower in 2020. The transfer of 8,242 mt of various food commodities represented only 13.6 percent of the planned food distribution; similarly, only 35 percent of the planned USD 65.8 million in cash was transferred (see figures 3 and 4 in Annex 8).<sup>42</sup>

<sup>42</sup> Malawi Annual Country Report 2019, 2020.

**Figure 7: Malawi CSP (2019-2023) planned and actual annual beneficiaries by gender**

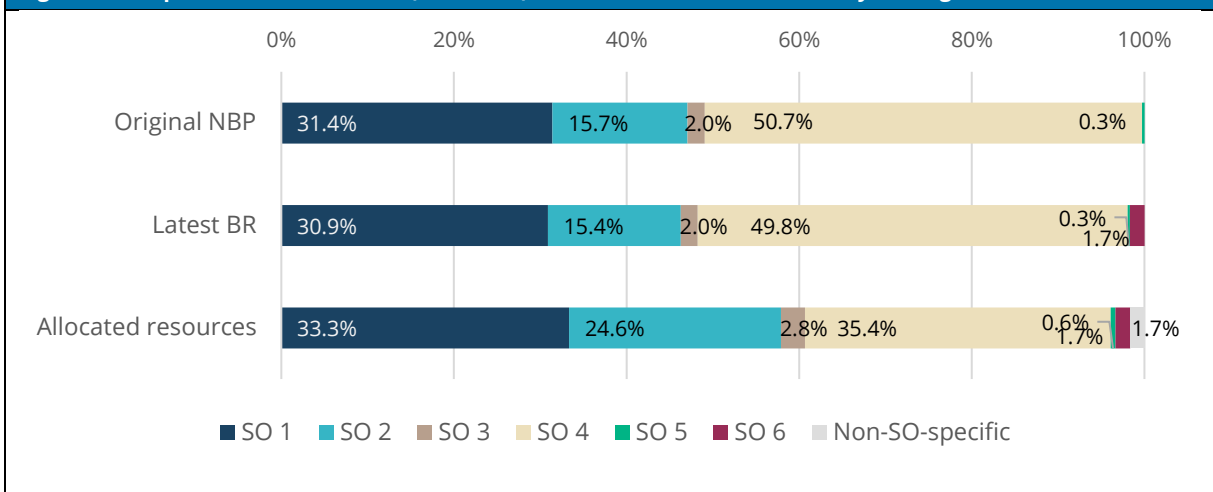


Source: COMET CM-R01b, accessed 10/12/2021

### CSP Budget and financing



















62. Figure 8 and table 4 below provide a budget overview of the Malawi CSP (2019-2023) as of December 2021. Approximately half of the needs-based plan (NBP) is intended to cover strategic outcome 4 (resilience building); about 30 percent is intended for strategic outcome 1 (access to food for affected people), and strategic outcome 2 (shock-responsive social protection) accounts for 15 percent. The relative weights of strategic outcomes have not shifted significantly between the original NBP and the latest budget revision, as the added strategic outcome 6 (service provision) accounts for a very small share of needs (figure 8). The Malawi CSP overall funding level stands at 38.1 percent of the needs as of December 2021, but relative resource allocation has not been proportional to the needs at SO level. In particular, SO 4, which accounts for the largest share of needs, is relatively underfunded, accounting for 35.4 percent of resources allocated for direct operational costs, while strategic outcomes with lower funding needs received proportionally more resources (table 4).

**Figure 8: Composition of Malawi CSP (2019-2023) NBP and allocated resources by strategic outcome**



Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data extracted on 13/12/2021

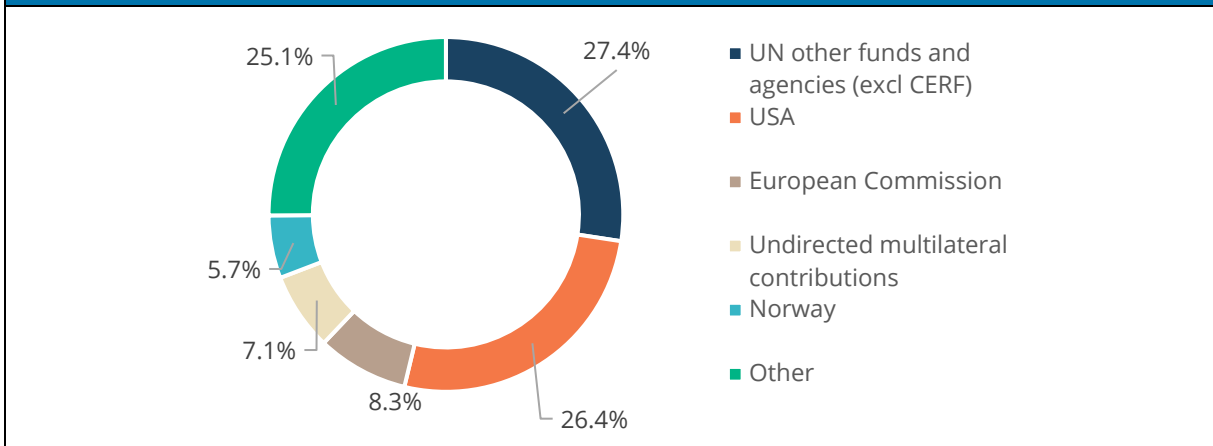


Table 4: Malawi CSP (2019-2023) cumulative financial overview						
Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, latest budget revision (USD)	Allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1	Act. 01	174,243,206	⇒ 174,243,294	70,613,682	 40.5%
	<b>Sub-total SO 1</b>		<b>174,243,206</b>	<b>⇒ 174,243,294</b>	<b>70,613,682</b>	 <b>40.5%</b>
Resilience building	SO 2	Act. 02	4,517,192	⇒ 4,517,192	1,449,890	 32.1%
		Act. 03	82,372,804	⇒ 82,372,804	50,582,483	 61.4%
	<b>Sub-total SO 2</b>		<b>86,889,996</b>	<b>⇒ 86,889,996</b>	<b>52,032,373</b>	 <b>59.9%</b>
	SO 3	Act. 04	11,046,123	⇒ 11,046,123	5,856,889	 53.0%
	<b>Sub-total SO 3</b>		<b>11,046,123</b>	<b>⇒ 11,046,123</b>	<b>5,856,889</b>	 <b>53.0%</b>
	SO 4	Act. 05	281,143,083	⇒ 281,142,979	75,010,947	 26.7%
	<b>Sub-total SO 4</b>		<b>281,143,083</b>	<b>⇒ 281,142,979</b>	<b>75,010,947</b>	 <b>26.7%</b>
	SO 5	Act. 06	1,488,315	⇒ 1,488,315	1,202,957	 80.8%
<b>Sub-total SO 5</b>		<b>1,488,315</b>	<b>⇒ 1,488,315</b>	<b>1,202,957</b>	 <b>80.8%</b>	
Crisis response	SO 6	Act. 07		↑ 6,616,074	3,239,883	 49.0%
		Act. 08		↑ 2,905,116	375,671	 12.9%
	<b>Sub-total SO 6</b>				<b>↑ 9,521,190</b>	<b>3,615,554</b>
	Non SO Specific			⇒ 0	3,496,391	
	Total Direct Operational Cost		554,810,723	↑ 564,331,896	211,828,794	 37.5%
	Direct Support Cost (DSC)		27,161,590	⇒ 27,161,590	14,878,782	 54.8%
	Total Direct Costs		581,972,313	↑ 591,493,487	226,707,576	 38.3%
	Indirect Support Cost (ISC)		37,828,200	↑ 38,248,838	12,920,293	 33.8%
	<b>Grand Total</b>		<b>619,800,513</b>	<b>↑ 629,742,324</b>	<b>239,627,868</b>	 <b>38.1%</b>

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data extracted on 13/12/2021

63. The largest share of funding for Malawi CSP, 27.4 percent, comes from other UN funds and agencies, including the Joint SDG Fund, UNDP, the UN Adaptation Fund, and UNICEF. This reflects the importance of joint programming with other agencies in Malawi. Other top donors include the United States of America (26 percent), European Commission (8 percent) and Norway (5 percent). Additionally, 7 percent of funds comes from undirected multilateral contributions. These five sources provide three quarters of all funding for CSP Malawi (figure 9).

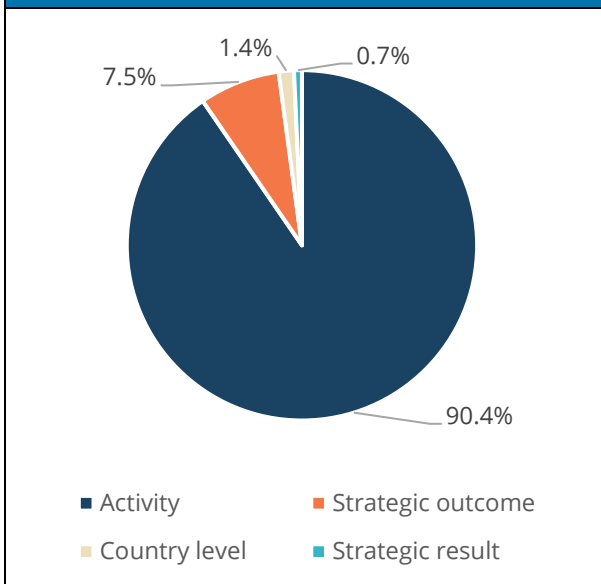
**Figure 9: Malawi CSP (2019-2023): main donors and funding sources, December 2021**



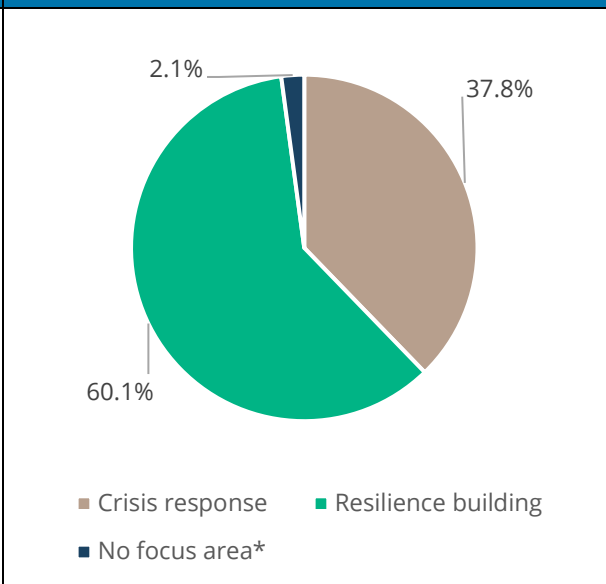
Source: FACTory, Resource Situation, data extracted on 13/12/2021

64. As figure 10 shows, 90 percent of directed multilateral contributions are earmarked at activity level, with a further 7.5 percent earmarked at strategic outcome level. By focus area, almost 38 percent is directed at crisis response, while 60 percent is directed at resilience building (figure 11). This is lower than the 70 percent share of NBP that comprise resilience activities, and reflects the relative under-funding of SO 4, the largest resilience component.

**Figure 10: Malawi CPB (2019-2023): directed multilateral contributions<sup>43</sup> by earmarking level**



**Figure 11: Malawi CPB (2019-2023): directed multilateral contributions by focus area**



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 05/12/2021. \*Directed multilateral contributions that are earmarked at country level or higher are by definition not aligned to any focus area.

### Staffing

65. The WFP country office in Malawi is located in Lilongwe, with one sub-office in Blantyre and nine field offices (see Annex 1). As of December 2021, WFP Malawi had 179 employees, with 50 percent women. Eighty-

<sup>43</sup> Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which donors request WFP to direct to a specific Country/ies SO/s, activity/ies or beneficiary groups.

seven percent of the employees are national staff while the majority (61 percent) are recruited under long-term contracts. <sup>44</sup>

### 3.2. SCOPE OF THE EVALUATION

66. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2019-mid-2022. 2018 preceding the start of the CSP in January 2019 is included to examine issues relating to the development of the CSP, and what has informed its design, focus and shifts from previous country operations. The evaluation will look at how the CSP builds on, or departs from the previous activities, assess if the envisaged strategic shift has taken place and what were the consequences.

67. The unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the EB, as well as subsequent budget revisions. 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. The evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning, particularly as it relates the national government and the international community.

68. The CSPE will aim to complement and add to the evidence generated through other analysis and reports including the recently completed CSP mid-term review (MTR).

69. The evaluation will also assess how relevant and effective WFP was in responding to the COVID-19 crisis in Malawi. It will further consider how budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP.

## 4. Evaluation approach, methodology and ethical considerations

### 4.1. EVALUATION QUESTIONS AND CRITERIA

70. The evaluation will address four main evaluation questions (EQs) common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions and corresponding lines of enquiry as relevant.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in Malawi?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?

<sup>44</sup> [WFP Dashboard](#)

1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
<b>EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Malawi?</b>	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
<b>EQ3 - To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?"
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 country strategic plan?</b>	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
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?

71. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give particular attention to assessing protection issues and Accountability to Affected Population (AAPs) of WFP's response.

72. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of **key themes of interest**, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should be of **particular interest for the CO for learning purposes** and will inform specific lines of inquiry under the relevant EQs.

73. At ToR drafting stage, a few themes have emerged as potentially of particular interest for this CSPE. These are included below to be considered when shaping lines of enquiry by the evaluation team:

- Relevance and effectiveness of the strategic shift towards an integrated approach, with resilience programming as the cornerstone, in support of the Government including WFP's ability to forge relevant partnerships to achieve this
- To what extent the efforts for integration of various components of the programme (started with tracing linkages in the integrated theory of change (see Annex 12)) but also put in practice with review of targeting strategies and prioritizations in areas where more activities come together) actually entailed any additional positive results for the communities assisted.
- Success in strengthening government social protection programming through the home-grown school feeding model
- Assess how the shift of WFP's supply chain function in Malawi, from sourcing and transporting food for WFP distributions to a service delivery function, has been addressing needs on the ground and how it affects WFP strategic positioning.
- Relevance, effectiveness and efficiency of the response to the COVID-19 crisis and effects on other interventions planned under the CSP (This is a compulsory theme across all 2021-2022 CSPEs).

## 4.2. EVALUATION APPROACH AND METHODOLOGY

74. The Agenda 2030 conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP 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). 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.

75. The achievement of any SDG national target and of WFP strategic outcomes is understood as the result of the interactions among multiple variables. While the attribution of net outcomes to any specific organization may be extremely challenging, or sometimes impossible, the attribution of results can be pursued at the output and activity levels, where WFP is expected to be in control of its own capacity to deliver.

76. To tackle those challenges, the CSPE will combine a mixed-methods with a theory-based approach. The **mixed method approach** will ensure data collection and analysis are informed by a feedback loop combining a deductive approach (drawing from predefined analytical categories) with an inductive approach allowing space for unforeseen issues or lines of inquiry overlooked at the outset; this can also lead to capturing unintended outcomes, negative or positive of WFP interventions. Within this approach the team will use a **theory-based approach** to assess WFP's contribution to strategic outcomes. As part of this the team will gather evidence to probe, update, and corroborate or challenge as needed the change pathways, linkages, risks and assumptions included in the current CO version of the Theory of Change (ToC) presented in Annex 12, showing the expected causal relationships between activities, outputs and strategic outcomes as well as risks and assumptions. The updated ToC will be validated by the CO during inception. It will then be used to assess the effectiveness of WFP activities by (1) verifying the ToC internal logic (2) measuring the extent to which activities and outputs have been delivered and (3) assumptions have proven valid, and risks managed and mitigated, and (4) looking at trends in outcome indicators.

77. In line with this approach, data will be collected through different methods – and systematically triangulated – across primary and secondary sources to validate findings and avoid bias in the evaluative judgement. Data collection methods proposed for this CSPE include:

- Desk review of UNSDCF; WFP strategies, plans, the CSP mid-term review, monitoring data and reports, risk register, annual reports, donor reports, evaluations, beneficiary feedback

databases and other relevant documents; Government policies and strategies and reports; Strategies and reports from donors and partner, etc. Annex 15 contains an initial bibliography, which will be complemented with documentation from the CO.

- Semi-structured interviews with key informants, including with CO management and staff and sub-office staff; WFP partners; Government counterparts at national and district level; UN, NGOs; managers and technical staff from cooperating partners; donors; etc.
- Surveys and group interviews with affected populations. The evaluation will conduct a mini-survey with affected people – targeting around 400 men and women – in as far the COVID-19 and security situations allows. Focus group discussions to complement the survey will be organized as appropriate.
- Direct observation: the evaluation team will visit the sub-office, the Dzaleka refugee camp and all activities in different sites. A detailed sampling strategy will be developed at inception stage.
- Other appropriate data collection approaches may be proposed by the evaluation team based on the evaluability assessment and data needs identified during the inception phase. Evaluation firms are encouraged to propose possible innovative data collection and analysis methods in their proposal.

78. Given multiple country-level evaluations by other UN agencies during the same period (in line with the UNDSDCF cycle) an effort will be made to coordinate with other agencies, to minimise burden on stakeholders, cross fertilize as appropriate, and possibly organise joint workshops if relevant.

79. During the inception phase, the evaluation team will develop a detailed methodological design, in line with the approach proposed in this ToR and based on a thorough evaluability assessment.

80. COVID-related travel restrictions may imply two scenarios: (a) an evaluation with part-remote inception and data collection activities (no travel by international consultants); (b) an evaluation with fully deployed in-country data collection activities.<sup>45</sup>

81. A key annex to the inception report will be an evaluation matrix detailing for each EQ and sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 10). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest should be covered by specific lines of inquiry under the relevant sub-questions.

82. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. Hence the importance at inception stage of conducting a comprehensive stakeholder mapping and analysis to inform sampling.

83. CSPEs should be carried out in a gender-responsive manner which requires assessing:

- 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.

84. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The evaluation team should apply the OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation is expected to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the design, including gender-sensitive context analysis. Similarly, the final

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<sup>45</sup> It is assumed that full data collection activities will be possible for the CSPE. Final decision will be taken in consultation with the CO.

report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

85. The evaluation will give due attention to assessing conflict sensitivity, adherence to HPs, consideration of protection issues, AAPs and environmental impacts in relation to WFP's activities, and on differential effects on men, women, girls, boys and other relevant socio-economic groups including refugees and host communities.

### 4.3. 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

86. Several issues could affect the conduct of the CSPE, relating both to the availability and quality of evidence and to the evaluation management process. The preliminary evaluability assessment for CSP Malawi has identified an elaborate logical framework and the periodicity and coverage of performance reporting as potential challenges. The timeframe covered by the evaluation is inherently challenging; feeding into the new CSP design requires CSPEs to be conducted in the penultimate year of the CSP cycle, thus excluding portions of WFP performance and affecting the completeness of reporting on results. Additionally, data collection activities may be affected by COVID-related restrictions.

87. To inform the choice of evaluation methods, in inception, the evaluation team will conduct an in-depth evaluability assessment based on desk review of key programme, monitoring and reporting documents and on selected interviews with programme managers.

#### Performance reporting

88. The CSP Malawi (2019-2023) logical framework has evolved since the CSP was approved, with two revisions done in 2019. The first revision added several new outcome and output indicators reflecting changes in the CRF. The second revision reflected changes in the CSP line of sight following the first budget revision, namely the addition of strategic outcome 6 and activities 7 and 8. This revision significantly expanded the logical framework, adding new indicators also across existing activities, mainly in the categories of facilitating linkages to financial resources and insurance services, social and behaviour change communication, and capacity strengthening. The latest (third) version of the logframe counts a total of 37 outcome indicators, 10 cross-cutting indicators and 69 output indicators. Detailed information is available in table 1 of annex 5.

89. Reporting against the logframe has varied across strategic outcomes and activities in 2019 and 2020. Of the 37 applicable outcome indicators, 33 had baselines set, of which 17 had follow-up values in 2019, and 32 in 2020. CO Malawi has been monitoring asset creation under FFA activities through the Asset Impact Monitoring System (AIMS) since 2018. Thus, additional data and information may be available for outcome-level analysis for SO 4.<sup>46</sup> No outcome indicators have been reported to date for either SO 5 or SO 6. Despite a large number of output indicators in the logical framework, only 16 indicators were reported on in 2019 and 26 in 2020. These are distributed across all SOs and activities except SO 5, which has had no output-level reporting in either 2019 or 2020. Of 10 cross-cutting indicators, 8 had baselines and 4 had further follow-up values in 2019; in 2020, only two cross-cutting indicators were reported, in the category of gender equality and women's empowerment.

#### Additional sources

90. Recent decentralized evaluations in Malawi include an evaluation of the school meals programme 2016-2018 (2019), a mid-term evaluation of the integrated risk management and climate services programme 2017-2019 (2019), an evaluation of the Joint Programme for Girls Education 2014-2017 (2019), and an evaluation of the FFA activities in the period 2015-2019 (2021). Malawi was also included as a desk study in

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<sup>46</sup> Malawi Annual Country Report 2019



the OEV-commissioned Evaluation of the WFP South-South and Triangular Cooperation Policy (2021). Malawi CO is currently engaged in a regional-level evaluation of WFP contribution to market development and food systems in Southern Africa, an evaluation of the SDG Joint Fund project on social protection for the SDGs, and a joint evaluation of the SADC Regional Vulnerability Assessment and Analysis programme. The CO also recently completed the mid-term review of the CSP. These will be taken into account and examined for possible overlap in scope and data collection.

91. Beyond WFP evaluations, Malawi has a moderately developed national statistical system.<sup>47</sup> Some outcome data might be drawn from the National Statistical Office's publications and data repositories; however, it may be of limited use in the evaluation given the periodicity of some of the key indicators. The latest population data set is based on the 2018 Malawi Population and Housing Census. Key household socio-economic and welfare data, including food security, health, and education, is covered by the Integrated Household Surveys (IHS) and the tri-annual Integrated Household Panel Survey (IHPS). The latest IHS is from 2016-2017, while the latest IHPS was published in 2019. The latest Demographic and Health survey was carried out in 2015-2016. The MNSO has published a full set of Quarterly Statistical Bulletins as well as a number of Monthly Statistical Bulletins since 2018; while these are focused on economic indicators, data on consumer prices and agricultural production may be informative in the evaluation. Malawi submitted a Voluntary National Review in 2020, reporting on 168 out of 232 SDG indicators and an additional 48 national indicators.

#### **Impact of COVID-19**

92. The COVID-19 pandemic has already affected how performance data was collected by the Malawi CO and may impact primary data collection throughout the evaluation. In light of COVID-19 related impediments to face-to-face data collection, in 2020 the CO shifted to remote data collection of all outcome-level monitoring data. This should be taken into account when examining outcome-level performance, given the likely biases this approach has produced.<sup>48</sup> Interviews with CO staff, partners, beneficiaries and other stakeholders conducted as part of this evaluation may similarly need to be shifted to remote modalities. OEV will monitor the situation and consult the CO to assess the feasibility of in-country inception mission and main mission and, jointly with the evaluation team, explore mitigating measures as needed.

#### **4.4. ETHICAL CONSIDERATIONS**

93. Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. 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 do no harm to participants or their communities. Throughout the evaluation process, and in particular during data collection, the evaluation team will abide to all prevailing COVID-19 measures and guidelines.

94. **Conflict of interest.** The team and Evaluation Manager will not have been involved in the design, implementation or monitoring of the Malawi CSP, nor have other potential or perceived conflicts of interest.<sup>49</sup> Proposals should indicate any potential conflict of interest and propose an adequate mitigation strategy.

95. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

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<sup>47</sup> Malawi has scored 70 or above (out of 100) for the past ten years on the World Bank's National Statistical Capacity Indicator, which is well above the southern Africa average of about 60. (The World Bank Group 2022)

<sup>48</sup> "There are certain inherent biases that must be considered when interpreting the results. These include considerations that the questionnaire was administered solely in English, with no translations provided; only refugee households who owned phones and had them turned on at the time of the survey were targeted. This means that, likely, slightly better-off households responded to the post-distribution monitoring questionnaire." (Malawi Annual Country Report 2020)

<sup>49</sup> There are no restriction on former WFP staff being part of the evaluation team, as long as they comply to this condition and have not been dismissed by WFP.



## 4.5. QUALITY ASSURANCE

96. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

97. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company<sup>50</sup> in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV. In OEV's experience, the delivery of high-quality draft products helps to cut down significantly on the review process within OEV.

98. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

# 5. Organization of the evaluation

## 5.1. PHASES AND DELIVERABLES

99. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 6: Summary timeline - key evaluation milestones**

Main phases	Timeline	Tasks and deliverables
1. Preparatory	28 January 2022 28 February - 25 March	Final draft ToR shared with IRG and LTA firms Firm selection & contract
2. Inception	30 March - 8 April 6 May 9 July	Inception briefings ( <i>travel subject CO agreement</i> ) Draft inception report (IR) Final IR
3. Evaluation, including fieldwork	15 August - 5 September 5 September 19 September	Evaluation mission & data collection <sup>51</sup> Exit debriefing with CO Detailed debrief with IRG/OEV
4. Reporting	7 October 7 November 17 November 28 - 29 November 24 January 2023 22 February	Report Drafting Review Process Draft report shared with IRG Stakeholder Workshop Final evaluation report Summary Evaluation Report (SER) <sup>52</sup>

<sup>50</sup> The quality assurance function in the evaluation company should be separate from the evaluation team. Hence, a team member involved in data collection and analysis cannot fulfil this function.

<sup>51</sup> Given the school calendar for Malawi with school holidays starting 9 September, field mission should be completed in early September

<sup>52</sup> The SER is drafted by the evaluation manager.

5. Dissemination	March November November	Management Response and EB preparation EB presentation Wider dissemination
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## 5.2. EVALUATION TEAM COMPOSITION

100. The CSPE will be conducted by a gender balanced team of up to five experts<sup>53</sup>, including at least two national/locally recruited consultants (one woman and one man) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of evaluation.<sup>54</sup> The team leader should have excellent analytical, synthesis and evaluation report writing skills in English. The evaluation team will have solid methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, and prior knowledge of the WFP food and technical assistance modalities.

**Table 7: Summary of evaluation team and areas of expertise required**

Areas	Specific expertise required
Team Leadership	<ul style="list-style-type: none"> <li>• Team management, coordination, planning, ability to resolve problems</li> <li>• Strong experience in evaluating design and implementation of strategic plans, organisational positioning and partnerships</li> <li>• Strong experience with evaluations in countries characterized by nexus dynamics, preferably in Malawi or similar contexts</li> <li>• Relevant knowledge and experience of humanitarian and development contexts</li> <li>• Strong presentation skills and ability to deliver on time</li> <li>• Fluency and excellent writing skills in English</li> <li>• Prior experience in WFP evaluations is preferred</li> </ul>
Nutrition-specific interventions, policies and systems	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition as well as support to nutrition-related national processes and policies
School feeding	School-based programming and transition to national ownership
Resilience/livelihoods	Expertise in productive asset creation, smallholder farmer support, market access, food systems, climate change adaptation, and a proven track record of evaluating such activities
Humanitarian assistance	<ul style="list-style-type: none"> <li>• Food security and nutrition information systems (including early warning and food security and nutrition surveillance)</li> <li>• Inter-agency coordination and service/platforms provisions</li> <li>• Technical expertise in cash-based transfer programmes</li> <li>• Experience with protracted refugee situations including in camp settings</li> </ul>
Institutional capacity strengthening	Experience with evaluating institutional capacity strengthening in the areas of public policies, social safety nets, EPR, climate risk adaptation, school feeding programs, smallholders' support, and national data and information systems
Research Assistance	Understanding of evaluation and research; knowledge of food assistance, ability to provide qualitative and quantitative research support, mobile phone survey design, analysis and assessment of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.

<sup>53</sup> This does not include the person(s) involved in quality assurance who should be separate from the evaluation team.

<sup>54</sup> WFP may conduct reference checks and interviews with selected team members when there is insufficient clarity on the adequacy of a profile based on the review of the CV.

Other technical expertise needed in the team	<ul style="list-style-type: none"> <li>• Gender Equality and Women Empowerment</li> <li>• Operations in refugee contexts</li> <li>• AAP</li> <li>• HPs and Protection</li> <li>• Programme efficiency analysis</li> </ul>
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### 5.3. ROLES AND RESPONSIBILITIES

101. This evaluation is managed by OEV. Vivien Knips has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She 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 the SER; conducting the first-level quality assurance (QA) 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. Sanela Muharemovic, Evaluation Analyst OEV, will provide inputs to prepare the ToR, support WFP-level data collection and analysis, organization of briefings and meetings, and the review and finalization of all evaluation deliverables. Aurelie Larmoyer, Senior Evaluation Officer, will provide second level QA. Anne-Claire Luzot, Deputy Director OEV, will approve the final evaluation products and present the CSPE to the WFP EB for consideration in November 2023.

102. An Internal Reference Group (IRG) composed of selected WFP stakeholders at CO and RB level will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team. The CO will facilitate the evaluation team’s contacts with stakeholders in Malawi and organize an in-country stakeholder learning workshop. The CO will provide logistic support during the fieldwork, however, given limited CO transport capacity costs for renting vehicles for the field mission should be included in the proposal. Maribeth Black, Head of VAM/M&E/AAP, has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, setting up meetings, and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

### 5.4. SECURITY CONSIDERATIONS

103. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the CO will register the team members with the security officer on arrival in country and arrange a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable UN Department of Safety and Security rules including taking security training ([BSAFE](#)) and attending in-country briefings.

### 5.5. COMMUNICATION

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

104. All evaluation products will be in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. The SER along with the management response to the evaluation recommendations will be presented to the WFP EB in November 2023. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

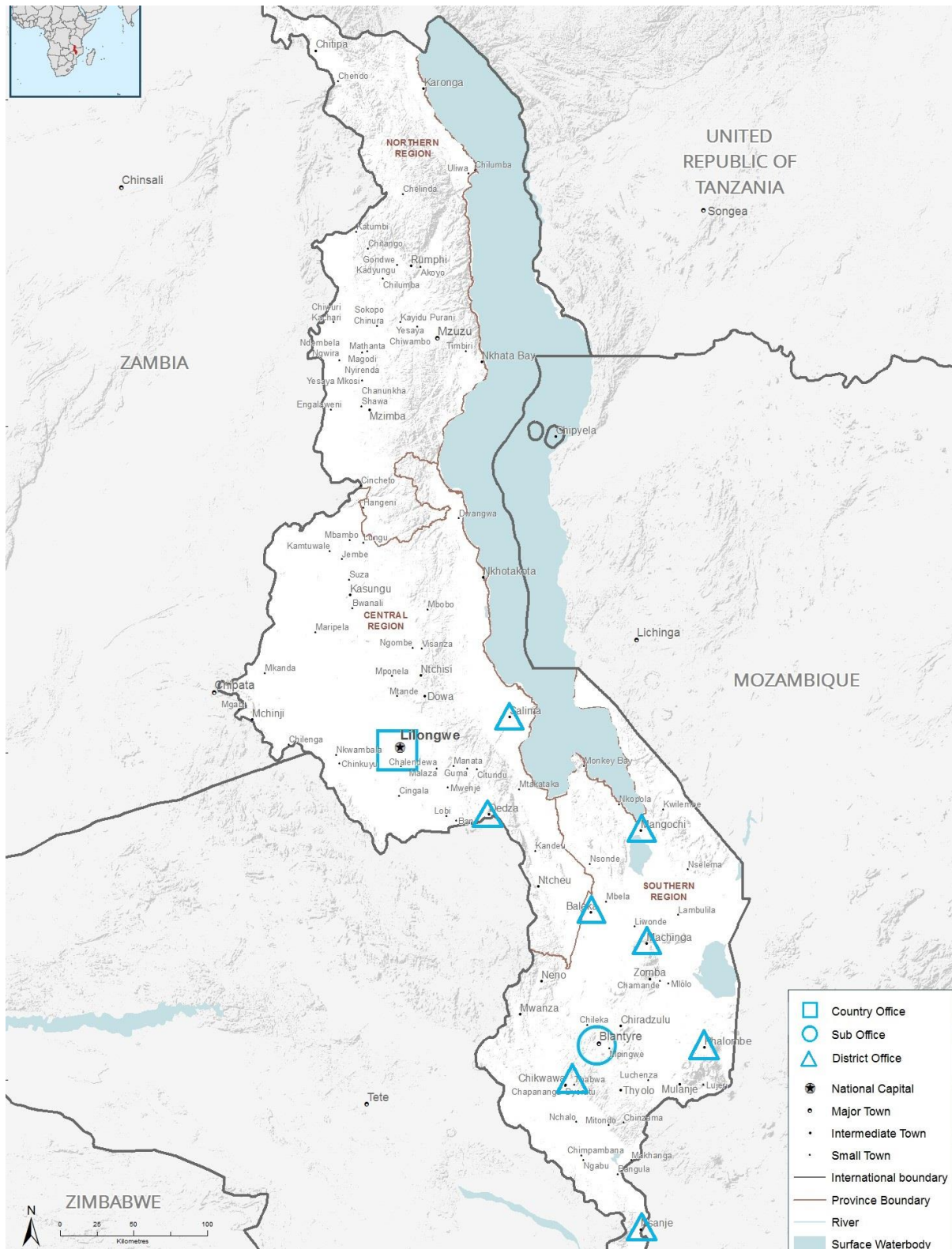
105. A Communication and Knowledge Management Plan (Annex 9) will be refined by the evaluation team in consultation with the EM in inception. The plan outlines how to communicate evaluation results back to different stakeholders in Malawi, as feasible. To support communication of evaluation results, the ET is expected to take and collect pictures and other media (video and audio) in the field, respecting local customs, and to share those with OEV for use in communication products to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.

## **5.6. BUDGET**

106. The evaluation will be financed through the country portfolio budget.

# Annexes

# Annex 1: Malawi, Map with WFP Offices in 2021



Source: WFP GIS unit, modified by OEV

## Annex 2: Malawi Fact Sheet

Parameter/(source)	Last reported	Reference year/period
<b>General</b>		
Human Development Index (1)	0.483	2019
Asylum-seekers (pending cases) (5)	33,129	2020
Refugees (incl. refugee-like situations) (5)	14,892	2020
Others of concern (5)	244	2020
Internally displaced persons (IDPs)	0	2020
Returned IDPs (5)	n.a.	
<b>Demography</b>		
Population, total (millions) (2)	19,129,955	2020
Population, female (% of total population) (2)	50.68	2020
% of urban population (1)	17.2	2019
Total population by age (0-4) (millions) (6)	2,552,406	2010-2019
Total population by age (5-9) (millions) (6)	2,632,878	2010-2020
Total population by age (10-14) (millions) (6)	2,533,303	2010-2021
Total Fertility rate, per women (10)	4	2020
Adolescent birth rate (per 1000 females aged between 15-19 years) (9)	n.a.	
<b>Economy</b>		
GDP per capita (current USD) (2)	625	2020
Income Gini Coefficient (1)	44.7	2010-2018
Foreign direct investment net inflows (% of GDP) (2)	0.91	2019
Net official development assistance received (% of GNI) (4)	16	2019
SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	2.6	2018
Agriculture, forestry, and fishing, value added (% of GDP) (2)	21.09	2020
<b>Poverty</b>		
Population vulnerable to/near multidimensional poverty (%) (1)	28.4	2018
Population in severe multidimensional poverty (%) (1)	18.5	2018
<b>Health</b>		
Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	60	2017
Healthy life expectancy at birth (total years) (2)	64.26	2019
Prevalence of HIV, total (% of population ages 15-49) (2)	8.1	2020
Current health expenditure (% of GDP) (2)	9.33	2018
<b>Gender</b>		
Gender Inequality Index (rank) (1)	142	2019
Proportion of seats held by women in national parliaments (%) (2)	22.92	2020
Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) (2)	72.53	2019
Employment in agriculture, female (% of female employment) (modeled ILO estimate) (2)	82	2019
<b>Nutrition</b>		

Prevalence of moderate or severe food insecurity in the total population (%) (7)	81.8	2018-2020
Weight-for-height (Wasting - moderate and severe), (0–4 years of age) (%) (3)	1	2013-2018
Height-for-age (Stunting - moderate and severe), (0–4 years of age) all children (%) (3)	14	2013-2019
Weight-for-age (Overweight - moderate and severe), (0–4 years of age) (%) (3)	5	2013-2020
Mortality rate, under-5 (per 1,000 live births) (2)	41.6	2019
<b>Education</b>		
Adult literacy rate (% ages 15 and older) (1)	62	2018
Population with at least secondary education (% ages 25 and older) (1)	21.9	2019
Adjusted primary school enrolment, net percent of primary school-age children (2)	n.a.	
Secondary school enrolment, net percent of secondary school-age children (2)	34.24	2018

Sources: **(1)** UNDP Human Development Report – 2016 and 2018; **(2)** World Bank. WDI; **(3)** UNICEF SOW; **(4)** OECD/DAC; **(5)** UNHCR; **(6)** UN stats; **(7)** The State of Food Security and Nutrition report - 2019; **(8)** WHO; **(9)** SDG Country Profile; **(10)** UNFPA



## Annex 3: Detailed Evaluation Timeline

Phase 1 – Preparation			
	Draft ToR submitted for QA2 review	EM/RA	16 December 2021
	QA2 review window followed by EM adjustments to the draft ToR	QA2+EM	21 - 23 December
	QA2 approval to share revised draft with DDoE	QA2	8 - 9 January 2022
	DDoE review window on the ToR draft	DDoE	10 - 17 January 2022
	EM changes to address DDoE comments received followed by QA2 agreement to submit to DDoE for final clearance	EM	20 January
	DDoE final review on the draft ToR	DDoE	21 - 28 January
	DDoE clearance to circulate final draft ToR for comments to CO/IRG and to LTA firms	DDoE	28 January
	Deadline to receive CO/IRG comments	CO	11 February
	EM+RA review of the comments received, changes to the ToR made accordingly and submission to QA2	EM+RA	15 February
	QA2 review of the revised ToR followed by EM adjustments if needed before DDoE submission	QA2 + EM	16 - 17 February
	Proposal Deadline based on the Draft TOR	LTA	28 February
	DDoE window to review and clear the final ToR	QA2	28 February - 7 March
	LTA Proposal Review – may include interviews with proposed Team Leaders	EM	1-7 March
	Decision memo submitted to QA2 for review	QA2	8 March
	DDoE approval of final ToR – posted on the internet and intranet for information and shared with WFP stakeholders	DDoE	8 March
	Revised decision memo (reflecting QA2 comments) submitted to DDoE	EM	9 March
	DDoE approval of the Decision memo and submission to Procurement	DDoE/EM	11 March
	Contracting evaluation team/firm (PO issued)	Procurement / Admin	25 March
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	28 - 29 March
	HQ & RB Inception Briefing	EM & Team	30 March – 1 April
	<b>Inception Briefings (country level) <i>may involve in-country travel – pending discussion with CO and DoE mission approval</i></b>	EM + TL	4 - 8 April
	Submit draft Inception Report (IR)	TL	6 May [ <i>slightly extended period considering Easter 15-18 April</i> ]
	OEV 1 <sup>st</sup> level QA in parallel with QA2 to assess minimum quality requirements of the draft are met – before proceeding with detailed QA rounds.	EM+RA+ TL	9 - 13 May
	ET revisions and re-submission following QA from the evaluation firm	QA2 +EM+TL	20 May
	EM+QA2 check whether all comments have been adequately addressed before submitting to DDoE	EM+QA2	23 May
	DDoE window to review rev IR	DDoE	24 - 31 May
	ET revisions to address DDoE comments followed by EM+QA2 check	ET+EM+QA2	6 June
	DDoE review to give clearance to share the draft IR with CO for comments	DDoE	7 - 13 June

	CO comment window on the draft IR	CO	14 – 28 June
	EM shares collated matrix of comments received	EM	29 June
	ET revisions to address CO comments	ET	30 June – 7 July
	EM+QA2 check whether CO comments have been adequately addressed – if not, an additional round of ET adjustments will be required	EM+QA2+RA	8 July
	QA2 final approval of the IR	QA2	9 July
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	10 July
<b>Phase 3 – Data Collection, including Fieldwork</b>			
	<b>In country data collection</b>	<b>Team</b>	<b>15 August – 5 September</b>
	Exit Debrief with CO management on last day of mission	TL	5 September
	Preliminary Findings Debrief (ppt) to CO/IRG/OEV	Team	19 September
<b>Phase 4 - Reporting</b>			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	7 October
	OEV 1 <sup>st</sup> level QA followed by ET revisions and re-submission	EM+RA+TL	17 October
Draft 1	OEV 2 <sup>nd</sup> level QA followed by ET revisions and re-submission	QA2+TL+EM	24 October
	DDoE window to review D1	DDoE	26 October – 2 November
	ET adjustments to address DDoE comments received	ET	7 November
	EM+QA2 check whether DDoE comments have been adequately addressed	EM+ RA+ QA2	8 November
	EM seeks DDoE clearance to share draft ER for IRG feedback	EM+DDoE	9 - 16 November
	OEV shares draft evaluation report with CO and IRG for feedback	EM/IRG	17 November – 1 December
	Consolidates WFP comments and share with Team	EM	2 December
	<b>Learning workshop (Lilongwe)</b>	<b>EM</b>	<b>28 - 29 November</b>
Draft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	9 December
	OEV 1 <sup>st</sup> level QA followed by ET revisions and re-submission	EM+RA+TL	16 December
	OEV 2 <sup>nd</sup> level QA followed by ET revisions and re-submission	QA2+TL+EM	22 December
	DDoE window to review ER D2	DDoE	23 December – 6 January 2023
Draft 3	Submit final draft ER (D3) addressing DDoE comments	TL	13 January
	Review D3 (EM and QA2 parallel review)	EM+QA2	16 - 17 January
	Seek final approval by DDoE	DDoE	17 - 24 January
SER	Draft Summary Evaluation Report	EM	31 January
	SER QA2 review followed by EM adjustments to address QA2 comments	QA2	3 February
	Seek DDoE clearance to send SER / DDoE comment window on the draft SER	DDoE	6-13 February
	EM revisions to the SER to address DDoE comments	EM	14 February
	DDoE review of final draft SER before circulating to WFP Executive Management	DDoE	15-22 February
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	23 February
<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	23 February 2023
	Tail end actions, OEV websites posting etc.	EM	March 2023
	Presentation and discussion of SER at EB Round Table	DDoE & EM	October 2023
	Presentation of Summary Evaluation Report to the EB	DDoE	November2023
	Presentation of management response to the EB	RD RBP	November 2023

## Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
<b>Internal (WFP) stakeholders</b>			
<b>Country Office</b>	As primary stakeholder and being responsible for country level planning and implementation of the CSP, the CO 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 management and staff will be involved in planning, briefing and feedback sessions. They will be key informants during the main mission and have an opportunity to review and comment on the draft evaluation report. They will be invited to actively participate in the Stakeholder Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	<i>Director, Deputy Directors, Head of Programme, Heads of Units, and Head sub-office and staff</i>
<b>Regional Bureau in Johannesburg and HQ Divisions</b>	RBJ and HQ Divisions are expected to have an interest in the evaluation results because of the focus and size of the country portfolio, and some of the trends set in motion with the CSP – particularly around its complete shift from food delivery to CBT. The CSPE is expected to strengthen RB and HQ Division’s strategic guidance and technical support to the Malawi CO, and to provide lessons with broader applicability across the region and globally.	Relevant RBJ staff will brief the evaluation team during the inception phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report. Selected RB and HQ staff might be interested in participating in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	<i>Senior advisors at RB level in the following areas: Senior Regional Programme Advisor, Supply Chain, Emergency Preparedness and Response (EPR), Gender, Protection, VAM Monitoring, Resilience &amp; Livelihoods, Nutrition, School Based Programming, Partnerships, CBT, Social Protection, and Risk Management</i>
<b>WFP Senior Management</b>	WFP Senior management is expected to have an interest in learning from the evaluation results because of the importance of the Malawi operation in the region in terms of its engagement along the triple nexus and focus on both delivery and enabling / strengthening capacities, investment in generating and using evidence on CSP	WFP Senior Management will have an opportunity to review the SER and will provide a Management Response to the CSPE.	<i>Members of the Oversight and Policy Committee (OPC)</i>

	implementation to inform the ongoing strategic shift.		
<b>Executive Board (EB)</b>	EB members are expected to have an interest in the evaluation results because of the importance of the Malawi programme in the region.	EB members will have an opportunity to review the SER and Management Response. They will be invited to comment on and discuss the evaluation findings, recommendations and management response during the Annual Consultation on Evaluation preceding the EB.2 2023 meeting, as well as at the EB.2 2023 meeting itself.	<i>Board Delegates</i>
<b>Office of Evaluation (OEV)</b>	OEV will use evaluation findings and recommendations for thematic evaluation synthesis and other evidence products, as well as to provide comments on the new CSP during the PRP process.	OEV is responsible for managing the evaluation.	
<b>External stakeholders</b>			
<b>Affected communities</b>		The CSPE will seek to engage with the affected people targeted by WFP programmes and activities to hear their insights, and learn directly from their perspectives and experiences with WFP support. Special consideration will be given to solicit the views of groups and individuals in cases where drivers of diversity and exclusion are at play (along the lines of age, gender, ethnicity, legal status etc). During the main data collection phase, those target groups will be visited, informed about the evaluation and interviewed individually or in groups, directly by the evaluation team or via a survey. With support from the CO, evaluation findings will be reported back to target population groups	<i>WFP target population groups: vulnerable households (in both refugee and rural communities) school-aged children (only if the necessary informed consent protocol has been established), community leaders, teachers, small farmers) etc.</i>

		through appropriate media (posters, radio etc.)	
<b>National Government at central and decentralized level</b>	The Government of Malawi has a major influence on how WFP operates and engages in the country, and will be interested in CSPE findings and recommendations to help it give direction to WFP in terms of policy, strategy and operations.	<p>Key Ministries will be briefed and consulted during the inception phase, to ensure their particular interests are covered by the evaluation.</p> <p>All relevant Ministries will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Malawi. They will be invited to selected sessions of the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<i>WFP counterpart from the Government of Malawi at both capital and district level. Counterparts at ministerial level include: the Ministry of Health; the Ministry of Agriculture, Irrigation and Water Development; the Ministry of Education, Science and Technology; the Ministry of Industry, Trade and Tourism; the Ministry of Gender, Children, Disability and Social Welfare; the Ministry of Home Affairs and Internal Security; the Ministry of Transport and Infrastructure Development; and the Department of Disaster Management Affairs in the Office of the President and Cabinet.</i>
<b>UN Country Team, and thematic Working Groups established under UNSDCF and under the Refugee Coordination model</b>	WFP works closely with other United Nations and humanitarian actors. These organizations might be interested in evaluation findings, lessons and recommendations related to strategic partnerships and sector coordination. Their views will be valued in shaping the new CSP.	<p>Key UN partners will be informed about the evaluation; during inception phase, their perspectives expectations with the evaluation and possible use of evaluation results will be solicited and reflected as feasible in the Inception Report. Opportunities for coordination and synergies with other on-going evaluations of UN partners will be explored.</p> <p>A purposeful selection of the main relevant international/ UN partners will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in Malawi.</p> <p>They will be invited to selected sessions of the Stakeholder Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p><i>UN agencies: UNHCR, UNICEF, UNFPA, UNDP, ILO, FAO, IFAD</i></p> <p><i>UN Agencies members of the National Food Security Cluster, Logistics Cluster and Cash Working Group – co-led by WFP</i></p> <p><i>IFIs: World Bank</i></p>

<p><b>Cooperating partners and NGOs</b></p>	<p>WFP's cooperating partners in implementing CSP activities have an interest in enhancing synergies and collaboration with WFP, and in the implications of the evaluation results.</p>	<p>A selection of cooperating partners will be included during the main data collection phase to seek their perspectives on their collaboration with WFP in Malawi.</p> <p>During the evaluation inception phase, a purposeful selection will be made from the full list of WFP cooperating partners. Their insights and perspectives will be gathered as part of different evaluation data collection activities part of the evaluation.</p> <p>A partners' survey may also be developed as part of the evaluation - final decision on this will be made in inception stage.</p> <p>Selected partners will be invited to selected sessions of the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p><i>Key staff from cooperating partners and NGOs: Youth Net and Counselling (YONECO), Malawi Red Cross, CARE, Emmanuel International, Find Your Feet, Foundation for Irrigation and Sustainable Development, Plan International Welthungerhilfe, World Vision International, Last Mile Health</i></p>
<p><b>Donors</b></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>A purposeful selection of representatives from donor offices in Malawi will be covered through: Key Informants Interviews; evaluation feedback sessions as applicable; evaluation results' dissemination activities</p>	<p><i>Representatives from main bilateral donors including, United States, European Commission, Norway</i></p>
<p><b>Private sector, academia, civil society</b></p>	<p>Current or potential partners from the private sector, academia or civil society may have an interest in learning about the implications of the evaluation results.</p>	<p>Interviews with other current or potential partners from the private sector, academia or civil society during the data collection phase as applicable.</p>	<p><i>Key staff from current or potential partners as relevant also from financial service provider, national universities and research institutions, the African Fertilizer and Agribusiness Partnership (AFAP)</i></p>

## Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Malawi 2019-2023 logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 21/2/2019	<b>Total nr. of indicators</b>	<b>30</b>	<b>6</b>	<b>26</b>
v 2.0 17/5/2019	New indicators	2	-	11
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>32</b>	<b>6</b>	<b>37</b>
v 3.0 31/7/2019	New indicators	4	4	32
	Discontinued indicators	-	-	-
	<b>Total nr. of indicators</b>	<b>37</b>	<b>10</b>	<b>69</b>
<b>Total number of indicators that were included across all logframe versions</b>		<b>30</b>	<b>6</b>	<b>26</b>



Source: COMET CM-L010 (accessed 16/12/2021)

Table 2: Analysis of results reporting in Malawi annual country reports 2019-2020			
		2019	2020
<b>Outcome indicators</b>			
	Total number of indicators in applicable logframe	37	37
Baselines	Nr. of indicators with any baselines reported	33	27
Year-end targets	Nr. of indicators with any year-end targets reported	32	33
CSP-end targets	Nr. of indicators with any CSP-end targets reported	32	32
Follow-up	Nr. of indicators with any follow-up values reported	17	32
<b>Cross-cutting indicators</b>			
	Total number of indicators in applicable logframe	10	10
Baselines	Nr. of indicators with any baselines reported	8	2
Year-end targets	Nr. of indicators with any year-end targets reported	8	2
CSP-end targets	Nr. of indicators with any CSP-end targets reported	8	2
Follow-up	Nr. of indicators with any follow-up values reported	4	2
<b>Output indicators</b>			
	Total number of indicators in applicable logframe	69	69
Targets	Nr. of indicators with any targets reported	16	26
Actual values	Nr. of indicators with any actual values reported	16	26

Source: COMET CM-L010 (accessed 16/12/2021), Malawi annual country reports 2019-2020



# Annex 6: WFP Malawi presence in years pre-CSP

		2017	2018	2019	2020	2021
Malawi relevant events	Natural Events	El Nino – drought Refugees	Refugees	Refugees	COVID-19 Refugees	COVID-19 Refugees
	Malawi policies	Malawi Growth & Development Strategy III (2017-2022)				
		Malawi National Social Support Programme (2018-2023)				
		National Resilience Strategy (2018-2030)				
UN	Malawi UNDAF 2012-2016 (ext. to 2018)	Malawi UNSDCF (2019-2023)				
WFP Interventions	Malawi Country Programme (CP) (2012-2017)	- Support to education - Nutrition support - DRR for food security Requirements: USD 201,888,657 Funding: USD 134,766,174 (66.8%)				
	Malawi PRRO 200460 Food Assistance to Refugees in Malawi (2013-2015, ext. to 2018)	- Relief (food distribution) - Livelihood support (FFA) Requirements: USD 24,639,519 Funded: USD 14,631,638 (59.4%)				
	Malawi PRRO 200692 Responding to Humanitarian Needs and Strengthening Resilience (2014-2017, ext. to 2018)	- Food assistance - Livelihood support - DRR and resilience - Malnutrition prevention Requirements: USD 653,435,469 Funded: USD 428,610,890 (65.5%)				
	Malawi CSP (2019-2023)					
					- Crisis response - Scaling up school meals - Nutrition-sensitive programming - Country capacity strengthening Requirements: USD 629,742,324 Funded (Dec. 2021): USD 239,488,487 (38.03%)	
Outputs at country office level	Food distributor (MT) 	CP: 18,540 PRRO: 217,766	CP: 18,537 PRRO: 36,178	35,585	8,242	N/A
	C&V distributed (USD) 	CP: 1,759,975 PRRO: 18,543,248	CP: 437,479 PRRO: 16,517,052	28,100,736	23,242,805	N/A
	Actual beneficiaries (number)	7,651,082	2,684,600	2,610,620	1,738,592	N/A

Source: WFP the FACTory, ACRs, [WFP Operations Database](#)

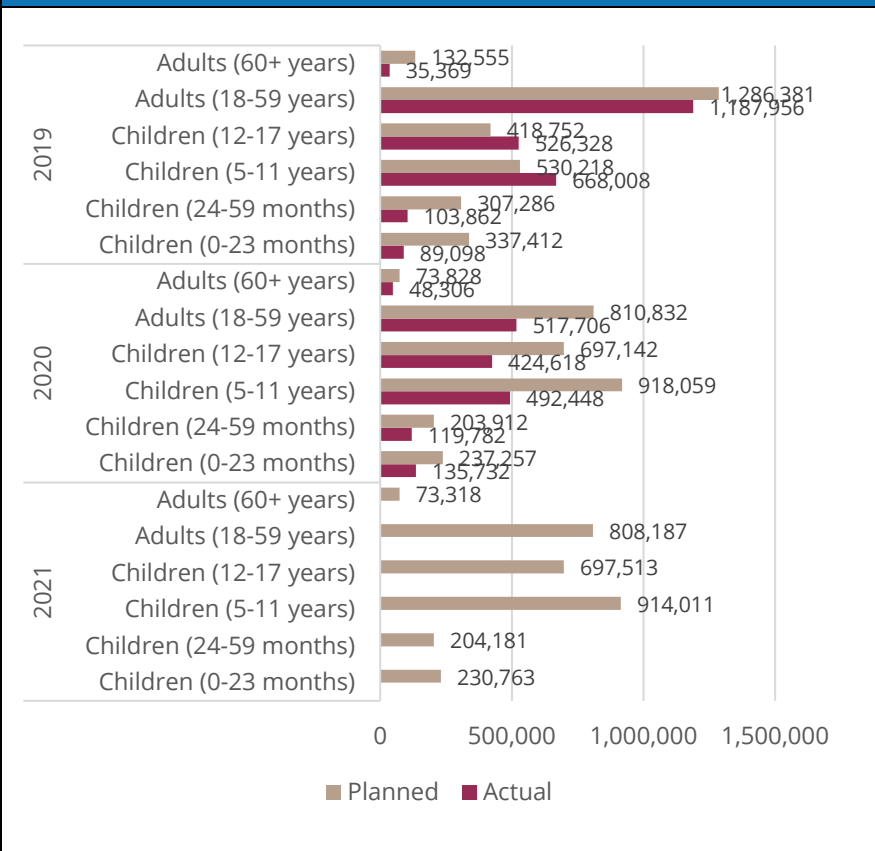
# Annex 7: Line of sight

<b>Strategic Goal</b>	Support countries to achieve zero hunger US\$ 553,322,391				Partner to support implementation of the SDGs US\$ 11,009,505	
<b>Strategic Objective</b>	End hunger by protecting access to food US\$ 261,133,290		Improve nutrition US\$ 11,046,123	Achieve food security US\$ 281,142,979	Support SDG implementation US\$ 1,488,315	Partner for SDG results US\$ 9,521,190
<b>Strategic Result</b>	1 - Everyone has access to food US\$ 261,133,290		2 - No one suffers from malnutrition US\$ 11,046,123	4 - Food systems are sustainable US\$ 281,142,979	5 - Countries have strengthened capacity to implement the SDGs US\$ 1,488,315	8 - Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs US\$ 9,521,190
<b>Focus Area</b>	CRISIS RESPONSE US\$ 174,243,294	RESILIENCE BUILDING US\$ 86,889,996	RESILIENCE BUILDING US\$ 11,046,123	RESILIENCE BUILDING US\$ 281,142,979	RESILIENCE BUILDING US\$ 1,488,315	CRISIS RESPONSE US\$ 9,521,190
<b>Strategic Outcome</b>	01 - Shock-affected people in Malawi, including refugees, have access to nutritious food all year long. US\$ 174,243,294	02 - Vulnerable populations in food-insecure communities benefit from strengthened shock-responsive social protection systems and efficient supply chains that ensure access to safe, nutritious food all year round. US\$ 86,889,996	03 - Targeted populations in Malawi – especially children under 5, adolescents, pregnant and lactating women and girls (PLWG) and TB and HIV/AIDS clients – have improved nutritional status in line with national targets. US\$ 11,046,123	04 - Smallholder producers and vulnerable populations in Malawi (especially women) have enhanced resilience, through diversified livelihoods, increased marketable surpluses and access to well-functioning food systems and efficient supply chains by 2030. US\$ 281,142,979	05 - National and local institutions, agencies and enterprises, in Malawi have increased capacity and improved supply chain systems to achieve SDG2, by 2030. US\$ 1,488,315	06 - Humanitarian and development partners in Malawi have access to increased emergency services throughout the crisis. US\$ 9,521,190
<b>Activity</b>	Act 01. Provide cash and/or food transfers to refugees, malnourished persons, and the most vulnerable populations affected by seasonal shocks US\$ 174,243,294	Act 02. Support national social protection systems to become increasingly shock responsive, and hunger- and nutrition-sensitive. US\$ 4,517,192  Act 03. Provide nutritious meals to school children in food insecure areas US\$ 82,372,804	Act 04. Provide chronic malnutrition and micronutrient deficiency prevention services to at-risk populations in targeted areas US\$ 11,046,123	Act 05. Provide resilience-building support, education, and systems strengthening services to smallholder farmers and value chain actors. US\$ 281,142,979	Act 06. Provide capacity strengthening, skills transfer, partnership activities, and logistics and procurement services, to national & local institutions and private sector enterprises involved in food security, nutrition, food safety, disaster risk management and emergency response. US\$ 1,488,315	Act 07. Provide services through the Logistics Cluster to National Disaster Management Offices and other relevant partners to improve emergency logistics coordination and supply chain management. US\$ 6,616,074  Act 08. Provide on-demand services to humanitarian and other relevant partners to ensure effective emergency assistance. US\$ 2,905,116

Source: CSP Data Portal, accessed 17/12/2021

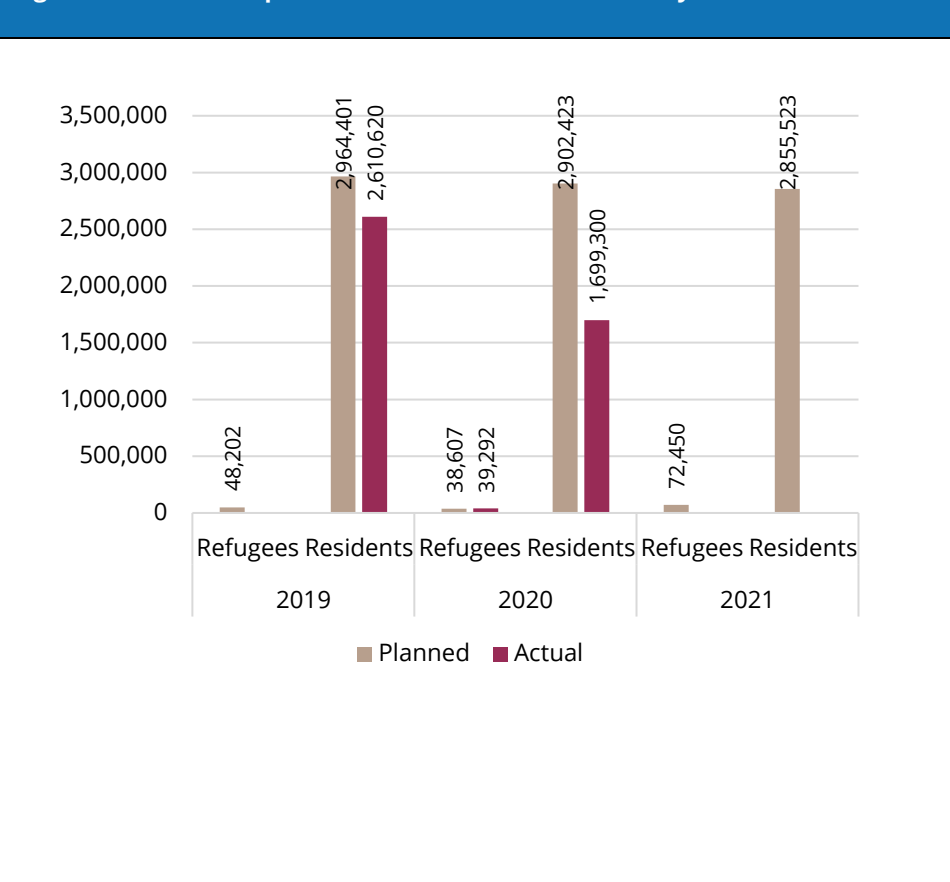
# Annex 8: Key information on beneficiaries and transfers

**Figure 1: Malawi CSP planned and actual beneficiaries by age category 2019-2021.**



Source: COMET CM-R001b (accessed 10/11/2021). 2021 actual data not yet available.

**Figure 2: Malawi CSP planned and actual beneficiaries by residence 2019-2021.**



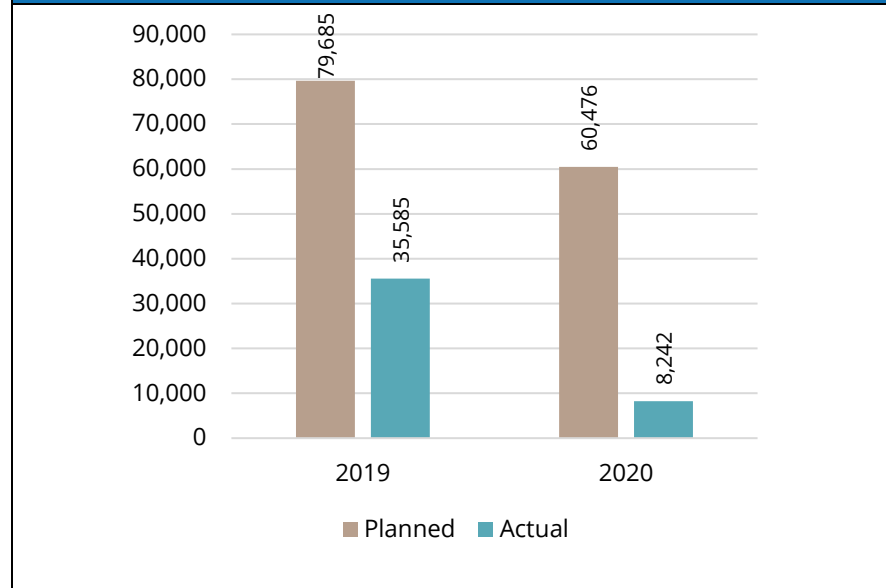
Source: COMET CM-R001b (accessed 10/11/2021). 2021 actual data not yet available.

Table 1: Actual beneficiaries versus planned 2019-2020 by year, strategic outcome, activity tag and gender													
Strategic outcome (SO)	Activity/ activity tag	2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as a % of planned beneficiaries		2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as a % of planned beneficiaries	
		F	M	F	M	F	M	F	M	F	M	F	M
SO 1	Act 01 - Food assistance for asset			20,209	19,650					44,728	43,495		
	Act 01 - General Distribution	456,045	385,758	421,818	396,106	92.5%	102.7%	395,790	333,998	329,616	338,708	83.3%	101.4%
	Act 01 - Prevention of acute malnutrition			7,484	2,299					4,089	2,012		
	Act 01 - Therapeutic Feeding (treatment of severe acute malnutrition)	16,865	15,383	13,415	12,236	79.5%	79.5%	17,410	15,878	1,774	1,818	10.2%	11.4%
	Act 01 - Treatment of moderate acute malnutrition	150,347	102,249	119,897	78,210	79.7%	76.5%	144,443	94,987	32,684	19,113	22.6%	20.1%
Subtotal SO 1*		623,257	503,390	582,823	508,501	93.5%	101.0%	557,643	444,863	412,891	405,146	74.0%	91.1%
SO 2	Act 03 - School feeding (alternative take-home rations)									302,620	299,010		
	Act 03 - School feeding (on-site)	555,247	548,327	554,265	547,260	99.8%	99.8%	572,856	565,718	175,293	173,203	30.6%	30.6%
	Act 03 - School feeding (take-home rations)	109,101	32,773	30,359	13,669	27.8%	41.7%	109,101	32,773	27,157	8,158	24.9%	24.9%
Subtotal SO 2*		664,348	581,100	584,624	560,929	88.0%	96.5%	681,957	598,491	505,070	480,371	74.1%	80.3%
SO 4	Act 05 - Climate adaptation and risk	22,860	22,140			0.0%	0.0%	114,075	110,925	86,618	83,890	75.9%	75.6%

	management activities												
	Act 05 - Food assistance for asset	414,092	402,658	415,233	403,767	100.3%	100.3%	455,501	442,924	330,291	321,170	72.5%	72.5%
	Act 05 - Food assistance for training												
Subtotal SO 4*		436,952	424,798	415,233	403,767	95.0%	95.0%	569,576	553,849	416,909	405,060	73.2%	73.1%

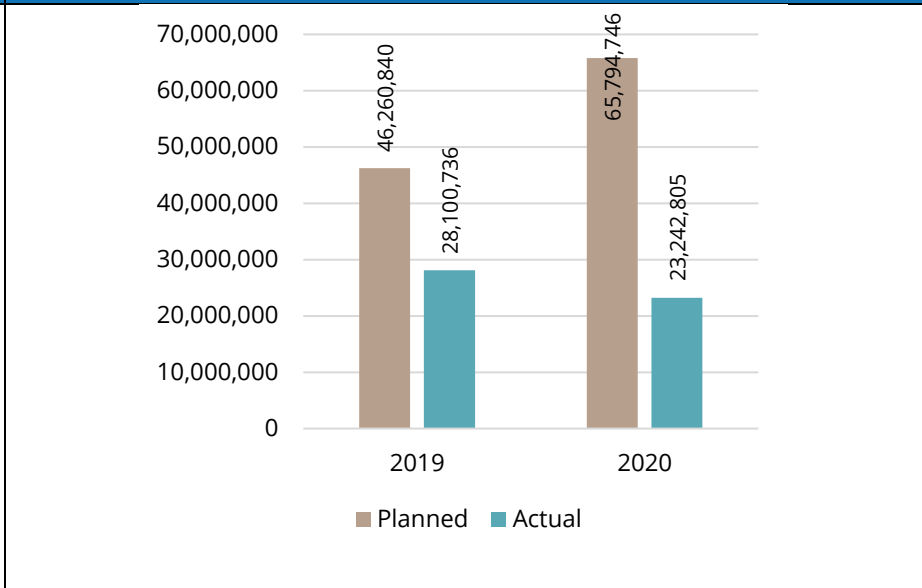
Source: COMET CM-R-020 (retrieved 10/12/2021). \*SO-level sub-totals do not take into account potential overlaps.

**Figure 3: Planned and actual food commodity distribution, Malawi 2019-2020**



Source: Malawi Annual Country Reports 2019-2020

**Figure 4: Planned and actual cash-based transfers, Malawi 2019-2020**



Source: Malawi Annual Country Reports 2019-2020

## Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> <li>WFP technical staff/programmers/practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo; WFP.org</li> </ul>	EM		Dec 2021	Jan 2022
Inception	Inception report	<ul style="list-style-type: none"> <li>WFP technical staff/programmers/practitioners</li> <li>WFP country/regional office/local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>WFPgo</li> <li>Virtual meetings</li> </ul>	EM EM/ET		May 2022	June 2022
Reporting	Exit debrief	<ul style="list-style-type: none"> <li>IRG members</li> </ul>	<ul style="list-style-type: none"> <li>PPT</li> <li>Virtual or face-to-face meeting</li> </ul>	EM/ET	ET	Sept 2022	Sept 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> <li>WFP staff members of the IRG (at country, regional and HQ level)</li> <li>Local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Workshop, meeting</li> <li>Piggyback on any CSP formulation workshop</li> </ul>	EM/ET	CM	Nov 2022	Nov 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers/practitioners</li> <li>Donors/countries</li> <li>Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>Executive Board website (for SERs and MRs)</li> <li>UNCF Technical Working Groups, Sector/Cluster Working Groups, UNCF reporting frameworks</li> </ul>	EM/EB CO	CM CO MEAL	10 Nov 2022	8 Dec 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> <li>WFP EB/governance/management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers/practitioners</li> <li>Donors/countries</li> <li>Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>Evaluation network platforms (UNEG, ALNAP)</li> <li>Newsflash</li> </ul>	EM	CM	Feb 2023	Nov 2023
Dissemination	Management response	<ul style="list-style-type: none"> <li>WFP EB/governance/ management</li> <li>WFP country/regional office/local stakeholders</li> <li>WFP technical staff/programmers /practitioners</li> <li>Donors/countries</li> <li>Partners/civil society/peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>Web (WFP.org, WFPgo)</li> <li>UNCF Technical Working Groups, Sector/Cluster Work Groups, UNCF reporting frameworks</li> </ul>	CPP CO	EM CO MEAL	Mar 2023	May 2023

Dissemination	Report communication	<ul style="list-style-type: none"> <li>• Oversight and Policy Committee (OPC)</li> <li>• Division Directors, country offices and evaluation specific stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM			Feb 2023
Dissemination	ED memorandum	<ul style="list-style-type: none"> <li>• ED/WFP management</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	EM		October 2023	October 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation</li> </ul>	EM	CM		October 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> </ul>	Presentation	EM	CM		October 2023
Dissemination	Brief	<ul style="list-style-type: none"> <li>• WFP EB/governance/management</li> <li>• WFP country/regional office/local stakeholders</li> <li>• WFP technical staff/programmers /practitioners</li> <li>• Donors/countries</li> <li>• Partners/civil society /peers/networks</li> </ul>	<ul style="list-style-type: none"> <li>• Web and social media, KM channels (WFP.org, WFPgo, Twitter)</li> <li>• Evaluation Networks (UNEG, ALNAP, EvalForward)</li> </ul>	EM	CM		November 2023
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> <li>• WFP partners in Malawi</li> <li>• WFP country/regional office</li> <li>• WFP HQ staff</li> </ul>	Presentation to Technical Working Groups, Sector / Working Groups,  Info sessions/brown bags	CO  EM			November 2023
Dissemination	Poster/radio/hel pdesks/commu nity outreach (in local languages)	<ul style="list-style-type: none"> <li>• Affected populations</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Local media channels</li> </ul>	CO	EM	October 2023	November 2023
Follow up	Tracking of implementation of follow-up actions to the evaluation recommendatio ns	<ul style="list-style-type: none"> <li>• WFP staff</li> <li>• WFP management</li> </ul>	<ul style="list-style-type: none"> <li>• R2 System</li> </ul>	CO & RB	CPP	November 2023	November 2024

## Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
	107.	108.			
	109.	110.			
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?</b>					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b>					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.4 To what extent were alternative, more cost-effective measures considered?					
<b>Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?</b>					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
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?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		•			
		•			
		•	•		

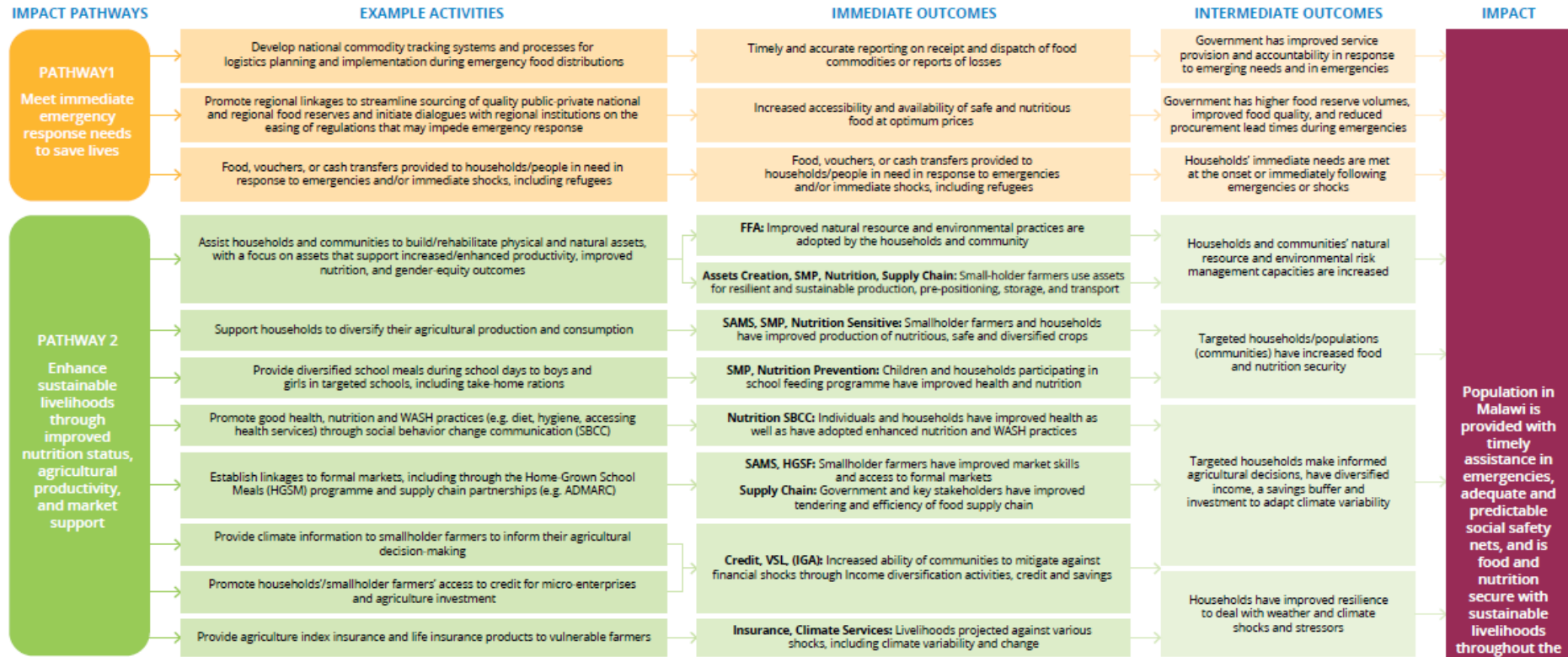
Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis

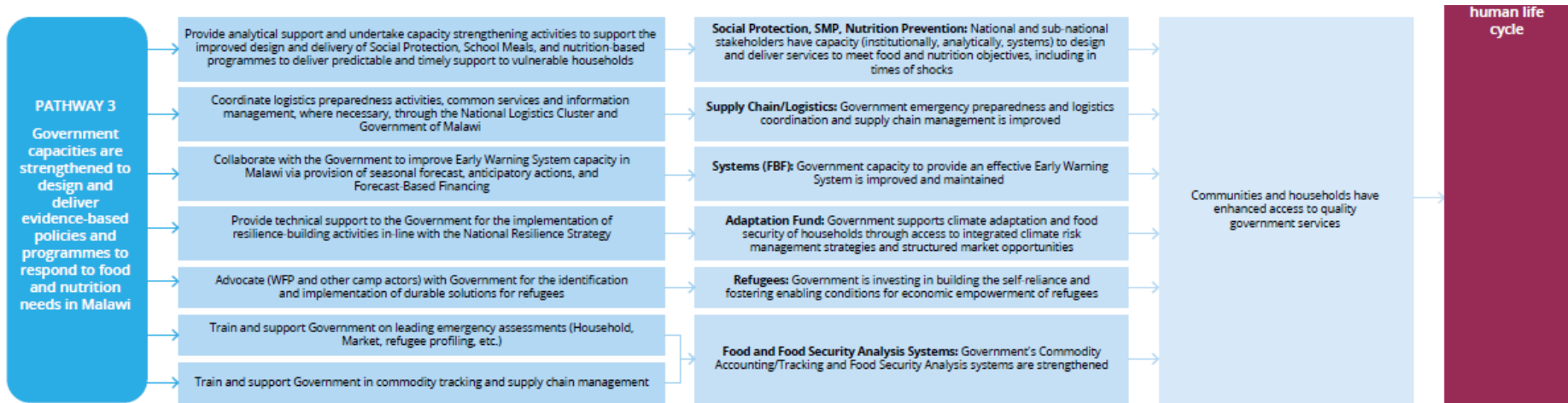
Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis

# **Annex 11: Approved Country Strategic Plan document**

[Malawi Country Strategic Plan 2019-2023](#)

# Annex 12: Country Office Theory of Change







# Annex 13: Terms of Reference for the Country Strategic Plan Evaluation's 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 IRG's 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; and 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 bureaux. 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 the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level<sup>55</sup> (where no technical lead is in post at the regional bureau level, headquarters 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.

Country office	Regional bureau	Headquarters (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>Core members:</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>Other possible complementary members as relevant to country activities:</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, PRO-T</li> <li>• School Based Programmes, SBP</li> <li>• Protection and AAP, OSZP</li> <li>• Emergencies and Transition Unit, PRO-P.</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 OEV Communication Protocol</p>

<sup>55</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.

#### 5. Approach for engaging the IRG:

The Office of Evaluation 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 Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference 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 terms of reference, 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 14: IRG composition

<b>Malawi Country Office</b>	
Country Director	<b>Paul TURNBULL</b>
Deputy Country Director	<b>Marco CAVALCANTE</b>
Head of Programme	<b>Nicole CARN</b>
Head of M&E	<b>Maribeth BLACK</b>
<b>Regional Bureau for Southern Africa</b>	
Senior Regional Programme Advisor	<b>Kai ROEHM</b>
Programme Cycle Management	<b>Annemarie ISLER</b>
Regional School Feeding Officer	<b>Trixiabelle NICOLLE</b>

# Annex 15: Acronyms and Abbreviations

AAP	Accountability to affected populations
AIDS	Acquired Immunodeficiency syndrome
BR	Budget Revision
CBT	Cash-based transfer
CO	Country office
COMET	[WFP] Country office tool for managing programme operations
COVID-19	Coronavirus SARS-CoV-2 disease
CPB	Country portfolio budget
CSP	Country strategic plan
CSPE	Country strategic plan evaluation
CRRF	Comprehensive Refugee Response Framework
DHS	Demographic and health survey
DOC	Direct operational cost
DSC	Direct support cost
EB	Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agriculture Organization of the United Nations
FFA	Food for assets
GCR	Global Compact on Refugees
GDP	Gross domestic product
GIS	Geographic information system
HIV	Human immunodeficiency virus
HP	Humanitarian principle
HQ	Headquarters
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IPC	Integrated phase classification
IRG	Internal reference group
IRM	Integrated road map
ISC	Indirect support cost
MGDS	Malawi Growth and Development Strategy
MTR	Mid-term review
MNSSP	Malawi National Social Support Programme
NAR	Net attendance rate
NBP	Needs based plan
ND-GAIN	Notre Dame Global Adaptation Initiative
ODA	Official development assistance
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
OEV	[WFP]Office of Evaluation
PRRO	Protracted relief and recovery operation
RBJ	[WFP] Regional Bureau for Southern Africa
SADC	South African Development Community
SDG	Sustainable development goal

SGBV	Sexual and gender-based violence
SO	Strategic outcome
SPA	[WFP] System for Project Approval
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Framework
UN CERF	United Nations Central Emergency Response Fund
UN OCHA- FTS	United Nations Office for the Coordination of Humanitarian Affairs - Financial Tracking Service
USDA	United States Department of Agriculture
VNR	Voluntary national review
WFP	World Food Programme
WHO	World Health Organisation

# Annex 16: Bibliography & sources cited

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<b>1. National policies, frameworks, plans and statistics</b>		
National planning		
Malawi Vision 2063	GoM, UN Malawi	2021
Malawi Growth and Development Strategy III 2017-2022	GoM	2017
Malawi National Social Support Programme (2018-2023)	GoM	2018
National Resilience Strategy (2018-2030)	GoM	2018
United Nations		
Malawi COVID-19 Socioeconomic Recovery Plan 2021-2023	UN Malawi	2021
Malawi UN Sustainable Development Cooperation Framework 2019-2023	GoM, UN Malawi	2019
<b>2. WFP interventions</b>		
Operation documents (narrative, line of sight/logframe, budget, budget revisions)		
CSP Malawi 2019-2023	WFP	2019
PRRO 200692 2014-2017	WFP	2014
PRRO 200460 2013-2015	WFP	2013
Assessment Reports – COVID-19		
COVID-19 Impacts on southern Africa	WFP	05/2020
Southern Africa COVID-19 Alert – COVID-19 Impacts on food Nutrition and Security	FNSWG	04/2020
Assessment reports – food security		
Malawi Household Food Security Bulletin	WFP	07/2020-10/2021
Malawi Minimum Expenditure Basket Report	WFP	09/2020-10/2021
Household Food Security in Malawi (CFSVA)	WFP	11/2018
Integrated Phase Classification in Malawi	MVAC	12/2017
Evaluations, audits, research		
Evaluation of the WFP South-South and Triangular Cooperation Policy	WFP	2021
Evaluation of the Joint Programme for Girls Education with financial support from the Norwegian Government July 2014-October 2017	WFP	2020
Evaluation of the School Meals Programme in Malawi with financial support from United States Department of Agriculture 2016 to 2018	WFP	2019
Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019	WFP	2019
Monitoring and reporting		
Malawi Annual Performance Plan (plan, risk register, mid-year review, end-year review)	WFP	2018-2021
Malawi CSP 2019-2023 Annual Country Report	WFP	2019-2020
PRRO 200692 2014-2017 Standard Project Report	WFP	2015-2018

PRRO 200460 2013-2015 Standard Project Report	WFP	2015-2018
Malawi Country Programme 2012-2017	WFP	2015-2018
<b>3. External documents</b>		
Reports and statistics		
Voluntary National Review	GoM	2020
Assessment of the Impact of COVID-19 on Employment in Malawi	ECAM, ILO	2020
Fifth Integrated Household Survey	MNSO	2020
Malawi Statistical Yearbook	MNSO	2020
Malawi Population and Housing Census	MNSO	2018
Malawi Demographic and Health Survey 2015-16	MNSO	2017
<b>4. WFP Corporate documents</b>		
Strategic planning		
WFP Strategic Plan 2017-2021	WFP	2016
Compendium of policies relating to the WFP Strategic Plan	WFP	2020
WFP Corporate Results Framework 2017-2021, revised	WFP	2018
Corporate Results Indicator Compendium, revised	WFP	2019
Financial Framework Review 2017-2021	WFP	2016
WFP Policy on Country Strategic Plans	WFP	2016
Reporting		
Annual Performance Report	WFP	2018-2020
Policies, strategies, roadmaps and action plans - programme		
WFP School Feeding Strategy 2020-2030	WFP	2020
Local and regional food procurement policy	WFP	2019
Nutrition Policy	WFP	2017
Climate Change Policy	WFP	2017
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Policy on Building Resilience for Food Security and Nutrition	WFP	2015
Revised School Feeding Policy	WFP	2013
Update of WFP's Safety Nets Policy	WFP	2012
Policies, strategies, roadmaps and action plans - emergencies and operations		
Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response	WFP	2018
Definition of Emergencies	WFP	2005
Policies, strategies, roadmaps and action plans – cross-cutting areas		
WFP Disability Inclusion Roadmap	WFP	2020
Gender Policy 2015-2020	WFP	2015
Note on Humanitarian Access and its Implications for WFP	WFP	2006
Humanitarian Principles	WFP	2004
Policies, strategies, roadmaps and action plans – corporate		
WFP Oversight Framework	WFP	2018
Evaluation Policy 2016-2021	WFP	2015
Enterprise Risk Management Policy	WFP	2015
Anti-Fraud and Anti-Corruption Policy	WFP	2015



WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014-2017)	WFP	2014
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*Abbreviations: ECAM = Employer's Consultative Association of Malawi; GoM = Government of Malawi; ILO = International Labour Organization; MNSO = Malawi National Statistical Office*

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