



**WFP EVALUATION**



**World Food Programme**

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

Centralized evaluation report – Volume II Annexes

OEV/2022/016  
Office of Evaluation

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## Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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# Annex 1: Summary Terms of Reference

## Evaluation of Malawi

## WFP Country Strategic Plan

## 2019–2023

### Summary Terms of Reference

*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders*

#### Subject and focus of the evaluation

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

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

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

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations (AAP).

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

#### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

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

The evaluation report will be presented at the Executive Board session in November 2023.

## Key evaluation questions

The evaluation will address the following four key questions:

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

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

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

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and to the UNSDCF and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

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

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

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

The evaluation will assess the extent to which the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; to the development of appropriate partnerships and collaboration with other actors; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacity to deliver the CSP and will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

## Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board November 2018, as well as any subsequent approved budget revisions.

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

The evaluation will adopt a mixed methods approach and a variety of primary and secondary sources, including desk review, key informant interviews, surveys and focus groups discussions. Systematic

triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

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

## Roles and responsibilities

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

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

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

The Deputy Director of Evaluation, Anne-Claire Luzot, will approve the final versions of all evaluation products.

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

## Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session in September 2022 to inform the new CSP design process. A country learning workshop will be held in November 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

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

## Timing and key milestones

**Inception Phase:** April - July 2022

**Data collection:** August - September 2022

**Remote Debriefing:** September 2022

**Reports:** September 2022 - January 2023

**Stakeholder Workshops:** November 2022

**Executive Board:** November 2023

# Annex 2: Additional information on context

## General overview

- The adolescent fertility rate is currently 131.5 births per 1,000 women ages 15–19; it decreased from 157.8 in 2000 to 148.4 in 2010 and 135 in 2016.<sup>1</sup>
- Poverty is mainly attributed to rapid population growth, lack of employment opportunities and social safety nets,<sup>2</sup> and overreliance on a volatile agricultural economy that is increasingly susceptible to external shocks such as those spurred by climate change.<sup>3</sup>

## Food and nutrition security

- Other factors for the expected increase in food insecurity include the impact of the conflict in Ukraine on food prices and global supply chains, the strong likelihood of climatic shock/natural disaster,<sup>4</sup> and a lack of wage-labour opportunities.
- The main drivers of chronic food insecurity are recurrent shocks (especially floods and prolonged dry spells), and poor livelihoods strategies for resilience to shocks, among rural households.<sup>5</sup>

## Agriculture and climate change

- Much of Malawi's population is reliant on rainfed agriculture, and 78.7 percent of households cultivate rainy season crops.<sup>6</sup>
- Disaster preparedness in Malawi is constrained by poor early warning systems and limited numbers of trained personnel in district governments to engage in activities related to risk identification, as well as early and long-term recovery. Limited understanding of disaster-related risks negatively affects the extent to which district development plans provide guidelines for stakeholders to mitigate risks.<sup>7</sup>
- The cyclone season in Southern Africa typically runs between November and April. During the evaluation period, Malawi was affected by cyclones and tropical storms in 2019 and 2022 (see table below).

**Table: Malawi natural disasters and responses (2015–2022)**

| Natural disaster | Key information  | WFP and Government of Malawi (GoM) national response  |
|------------------|--|---|
| Floods 2015      | Affected people: 1,101,364<br>Displaced people: 230,000<br>Fatalities: 106<br>Location: Malawi | GoM declared a State of Disaster for 15 districts in the Southern region. Ten emergency response clusters were created.<br><br>WFP provided food and cash transfers as well as logistics services through the Food Security Cluster to re-open access to communities that had been cut off due to flooding. |

<sup>1</sup> World Bank. 2019. Adolescent fertility rate (births per 1,000 women ages 15–19) – Malawi.

<sup>2</sup> Government of Malawi. 2022. The Malawi Growth and Development Strategy (MGDS) III 2017–2022.

<sup>3</sup> World Bank. 2021. *The World Bank in Malawi*.

<sup>4</sup> The cyclone season in Southern Africa typically runs between November and April. During the evaluation period, Malawi was affected by cyclones and tropical storms in 2019 and 2022 (see section 1.2.3, and Annex 2).

<sup>5</sup> Malawi Government. 2022. IPC analysis Report on the Chronic Food Insecurity Situation. February 2022.

<sup>6</sup> Malawi Government. 2020. The Fifth Integrated Household Survey (IHS5) 2020 Report

<sup>7</sup> Malawi Government 2019. Malawi 2019 Floods Post Disaster Needs Assessment Report.



| Natural disaster                   | Key information   | WFP and Government of Malawi (GoM) national response   |
|------------------------------------|---|--|
| El Niño-induced droughts 2015–2016 | Affected People: 60,000,000<br>Location: Eastern and Southern Africa (incl. Malawi), Horn of Africa, Latin America and the Caribbean, and the Asia-Pacific region | GoM declared a State of Disaster in response to El Niño-induced droughts, requesting international donor and humanitarian support.<br>WFP contributed over USD 100 million to El Niño-related emergency food response in Malawi. To monitor 2015–2016 lean season and El Niño effects, WFP launched mobile Vulnerability Analysis and Mapping (mVAM).  |
| Cyclone Idai 2019                  | Affected people: 3,000,000<br>Fatalities: 1,000<br>Location: Malawi, Madagascar, Mozambique, Zimbabwe   | GoM declared a State of Disaster and the Department of Disaster Management Affairs (DoDMA) led the emergency response through the 2019 Flood Response Plan and Appeal. This plan included the creation of emergency response clusters coordinated through various ministries and partners.<br>WFP introduced Budget Revision (BR) 1 to the Country Strategic Plan (CSP), which added Strategic Outcome 6 and two activities that provided supply chain emergency services to national disaster management offices and other relevant actors. |
| Tropical Storm Ana 2022            | Affected people: 185,429<br>Fatalities: 38<br>Location: Malawi, Madagascar, Mozambique  | GoM declared a State of Disaster and made an appeal to the international donor and humanitarian community for support.<br>WFP assessed the situation through the Food Security Cluster and organized emergency food response.  |

Sources: Malawi Government. 2015. Malawi 2015 Floods Post Disaster Needs Assessment Report. WHO. 2016. El Niño affects more than 60 million people. International Committee of the Red Cross (ICRC). Cyclone Idai: Facts and figures. OCHA reliefweb. 2022. Tropical Storm Ana – Jan 2022.

### Education

- There are many reasons for gender disparities in Malawi’s education sector, including school-related gender-based violence, high rates of child marriage and pregnancy, long distances to schools, lack of adequate toilet and water facilities in schools, and heavy domestic workloads among girls, which is the most common reason for girls dropping out of primary school.<sup>8</sup>
- Despite the provision of remote learning opportunities at the primary level. following the outbreak of COVID-19, through radio and television, most learners lacked the necessary tools to access and utilize remote learning platforms implemented by the Government.<sup>9</sup>

<sup>8</sup> Australian Council for Educational Research. 2017. Girls' Primary and Secondary Education in Malawi: Sector Review.

<sup>9</sup> Government data on enrolment rates, literacy rates and dropout rates for 2021 were not yet available at the time of writing. According to existing research, however, up to 22 percent of primary school students did not return to school after schools were reopened. Key reasons for this included concerns over the safety of schools, and the increased incidence of pregnancy and child marriage. (Source: Chiwaula, L, et al. 2021. The Impact of COVID-19 on Primary Education in Malawi: Exploring Policy Responses and Practices. *Journal of International Cooperation in Education* 24-2: 61–76).

### *National development policies and the Sustainable Development Goals (SDGs)*

- Several other national policies and plans since 2018 are based on the millennium development goals and Malawi 2063 and aim to contribute to the achievement of Malawi's development objectives. These include:
  - National Agricultural Investment Plan (NAIP) 2018–2022 is Malawi's framework for investment in its agricultural sector under the leadership of the Ministry of Agriculture, Irrigation and Water Development.
  - National Resilience Strategy 2018–2030 envisions a country that is no longer faced with chronic vulnerability to economic and environmental shocks that affect lives and livelihoods and promotes: (i) resilient agricultural growth; (ii) risk reduction, flood control, and early warning and response systems; (iii) human capacity, livelihoods and social protection; and (iv) catchment protection and management.
  - National Multisectoral Nutrition Policy 2018–2022 furthers national commitments towards eliminating all forms of malnutrition, with the goal of ensuring optimal nutrition for all Malawians by focusing on children under the age of 5, pregnant and lactating women, and other vulnerable groups.
  - Malawi National Social Support Programme II 2018–2023 is the backbone of all social protection programmes, providing a framework for strengthening social support and protection for vulnerable populations.
  - National Education Sector Investment Plan 2020–2030 is the formal education sector planning document for Malawi, and includes measures aimed at improving equitable access to basic education through strengthening the provision of integrated services in primary schools related to school health and nutrition.

## Annex 3: Pillars and outcomes of the UNSDCF for Malawi (2019–2023)

| Pillars  | Outcomes   |
|--|--|
| I – Peace, Inclusion and Effective Institutions            | 1: Rights holders in Malawi access more accountable and effective institutions at the central and decentralized levels that use quality disaggregated data, offer integrated service delivery, and promote civic engagement, respect for human rights and rule of law. |
|  | 2: Gender equality and the empowerment of women and girls in Malawi is enhanced.   |
|  | 3: Malawi has strengthened institutional capacities for sustaining peace, inclusive societies and participatory democracy.   |
| II – Population Management and Inclusive Human Development | 4: Children aged 0–5 years will have increased access to comprehensive quality early childhood development (ECD) services.   |
|  | 5: Girls and boys aged 6–17 years, particularly the most marginalized, benefit from an integrated package of quality education, health, nutrition, HIV/AIDS and protection services.   |
|  | 6: Men, women and adolescents access high-impact comprehensive sexual and reproductive and HIV/AIDS health rights.   |
| III – Inclusive and Resilient Growth                       | 7: Households have increased food and nutrition security, equitable access to water, sanitation and hygiene (WASH), and healthy ecosystems and resilient livelihoods.  |
|  | 8: Malawi has more productive, sustainable and diversified agriculture, value chains and market access.  |
|  | 9: Malawi has strengthened economic diversification, inclusive business, entrepreneurship and access to clean energy.  |

Source: Government of Malawi and the UN in Malawi. 2018. UNDAF Framework for Malawi 2019–2023.

# Annex 4: Results framework/line of sight

## LINE OF SIGHT

| MALAWI CSP (2019 – 2023)   |  |   |  |  |
|--|--|---|--|--|
| SR 1 – Access to food (SDG Target 2.1)   | SR 2 – End malnutrition (SDG Target 2.2)   | SR 4 – Sustainable food systems (SDG Target 2.4)  | SR 5 - Capacity strengthening (SDG Target 17.9)  |  |
| CRISIS RESPONSE  | RESILIENCE   | RESILIENCE  | RESILIENCE   | RESILIENCE   |
| <p><b>STRATEGIC OUTCOME 1:</b><br/>Shock-affected people vulnerable to seasonal and climatic shocks and refugees in Malawi have access to nutritious food all year long. (OC 1.1.)</p>   | <p><b>STRATEGIC OUTCOME 2:</b><br/>Vulnerable populations in food-insecure communities, benefit from strengthened shock-responsive social protection systems and efficient supply chains to ensure access to safe, nutritious food all year round. (OC 1.3.1)</p>  | <p><b>STRATEGIC OUTCOME 3:</b><br/>Targeted populations, especially children under 5, adolescents, PLWG, and TB &amp; HIV/AIDS clients, in Malawi, have improved nutritional status in line with national targets. (OC 2.1)</p>   | <p><b>STRATEGIC OUTCOME 4:</b><br/>Smallholder producers, vulnerable populations, (especially women), in Malawi, have enhanced resilience, diversified livelihoods, and increased marketable surplus, through access to well-functioning food systems and efficient supply chains, by 2030.</p>  | <p><b>STRATEGIC OUTCOME 5:</b><br/>National and local institutions, agencies and enterprises in Malawi have increased capacity and improved systems to achieve SDG2, by 2030. (OC 5.1)</p>   |
| <p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Targeted populations, including refugees (tier 1), receive sufficient social transfers, including specialised nutritious food that meets the different basic food and nutrition requirements for girls, boys, women and men, to facilitate their early recovery. A1: Unconditional resources transferred.</li> <li>2. Households affected by recurrent shocks (Tier 1) benefit from the creation and/or rehabilitation of nutrition-sensitive assets (SR4) and skills development that support early recovery and transition towards resilience and self-reliance. D: Assets created (Ref output 4.1).</li> <li>3. Shock-affected people (tier 3) benefit from strengthened national capacity to prepare for, respond to and recover from shocks to meet their basic needs in times of seasonal crisis. C: Capacity development &amp; technical support provided (Ref output 2.1).</li> <li>4. Targeted individuals (tier 2) benefit from improved knowledge in nutrition, care practices and diverse healthy diets, climate, agriculture, gender and protection in order to improve their nutritional status. E: Advocacy and education provided.</li> </ol> | <p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Food insecure people (Tier 3) in affected areas benefit from Innovative, well-coordinated food security and nutrition-sensitive and/or shock-responsive national social protection programmes, and efficient supply chain systems, to ensure access to food. C: Capacity development &amp; technical support provided (Ref: Output 1.3).</li> <li>2. Targeted school children (tier 1) receive a nutritious meal every day they attend school in order to meet basic food and nutrition needs and increase enrolment, attendance and retention. (SDG4) A2: Conditional resources transferred.</li> <li>3. Communities in affected areas (tier 2) benefit from girls' and boys' access to education, skills transfer and trainings to enhance gender equality girls' and women's empowerment. E: Advocacy and education provided</li> <li>4. School children targeted by the national school meals programme (tier 2) benefit from improved government capacity to help meet their basic food and nutrition needs and contribute to improved education indicators (SDG4) C: Capacity development &amp; technical support provided.</li> <li>5. 2.5 Schools in targeted areas (tier 2) benefit from the Government's improved capacity to provide access to smallholders' produce, including through HGSM programmes (SR4). A2: Conditional resources transferred.</li> </ol> | <p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Children 6-23 months, adolescents, and PLWG (tier 1) in targeted districts receive specialised nutritious food transfers and complementary non-food items, to prevent chronic malnutrition and micronutrient deficiency. B: Nutritious food provided</li> <li>2. Malnourished people in Malawi, especially children under 5, adolescents, PLWG, and TB &amp; HIV/AIDS clients (Tier 1), receive specialized nutritious food transfers to treat acute malnutrition. B: Nutritious food provided</li> <li>3. People in Malawi (tier 3), especially women, benefit from strengthened national (and sub-national) capacity to coordinate and deliver evidence-based nutrition assistance to improve their nutritional status. C: Capacity development &amp; technical support provided</li> <li>4. Targeted individuals (tier 2) benefit from improved gender-sensitive knowledge in nutrition, hygiene, care practices, diverse nutritious diets, and healthy lifestyles (including to prevent obesity), to improve their nutritional status and enhance gender equality &amp; girls' and women's empowerment. E: Advocacy and education provided</li> <li>5. National institutions (Tier 3) receive technical assistance to coordinate, develop and implement effective national nutrition strategies, policies and programmes, and links to private sector networks. I: Policy engagement strategies developed or implemented.</li> </ol> | <p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Targeted food-insecure communities (tier 2) benefit from asset creation/rehabilitation, and conditional food, cash-based, and knowledge transfers, to mitigate environment degradation, improve food security (SR1) and build resilience to natural shocks and climate change (SR3). D: Assets created (Ref output 1.2)</li> <li>2. Targeted smallholder producers and cooperatives (tier 2) receive an integrated package of financial and information services and technical support to increase crop yield and quality, reduce losses through improved post-harvest handling/storage, and improve their access to high-value markets. (SR3). G: Linkages to financial resources and insurance services facilitated</li> <li>3. Targeted farmers and farmers organizations benefit from strengthened national policies, systems, and institutions, to access to well-functioning markets. C: Capacity development, advocacy &amp; technical support provided</li> <li>4. Food value-chain actors (Tier3), including public and private buyers, are supported to enhance supply chain efficiency, and access innovative trading platforms (including HGSM linkages) and improved quality assurance systems, to increase procurement from smallholder farmers. F: Purchases from smallholders completed</li> <li>5. Targeted households (Tier 2) benefit from access to better information management and knowledge-sharing systems to improve awareness of best practices in agriculture, climate services, nutrition, care, diverse healthy diets, gender and protection. H: Shared services and platforms provided</li> <li>6. 4.5 Targeted communities, (Tier 3) benefit from improved awareness of best practices to improve their productivity and nutritional status. E: Advocacy and education provided</li> <li>7. National and sub-national actors benefit from capacity and systems strengthening initiatives to reduce the impact of shocks and improve local resilience of health supply chains in Malawi</li> </ol> | <p><b>OUTPUTS:</b></p> <ol style="list-style-type: none"> <li>1. Government and the private sector (Tier 3) supported to develop and coordinate national multi-sectoral food and nutrition security plans and partnerships to achieve SDG2.</li> <li>1: Policy engagement strategies developed or implemented</li> <li>2. Government's (Tier 3) technical capacity for FNS analysis strengthened to better inform nationally-owned evidence-based policies. C: Capacity development &amp; technical support provided</li> <li>3. Government at national and sub-national levels (Tier 3) benefit from strengthened emergency preparedness and response mechanisms. (SR1) C: Capacity development &amp; technical support provided</li> <li>4. Consumers in Malawi (Tier 3) have improved access to safe, quality, affordable food through more efficient national supply chains and retail systems. M: National coordination mechanisms supported</li> <li>5. Humanitarian and development actors (Tier 3) in Malawi benefit from access to WFP supply chain services H: Shared services and platforms provided</li> <li>6. Targeted communities (Tier 3) benefit from strengthened government capacity to provide supply chain services and expertise. H: Shared services and platforms provided (SR8)</li> </ol> |
| <p><b>ACTIVITY 1:</b><br/>Provide cash and/or food transfers to the most vulnerable populations affected by seasonal shocks (Cat 1 Unconditional transfers; modality: Food/CBT, CS)</p>  | <p><b>ACTIVITY 2:</b><br/>Support national social protection systems to become increasingly shock responsive and hunger sensitive. (Cat 0: Institutional Capacity Strengthening; modality: CS)</p>   | <p><b>ACTIVITY 4:</b><br/>Provide acute malnutrition treatment, and chronic malnutrition and micronutrient deficiency prevention services to at-risk populations in targeted areas (Cat 5: Nutrition Treatment; modality: food, CS)</p>   | <p><b>ACTIVITY 5:</b><br/>Provide resilience-building support, education, and systems strengthening services to smallholder farmers and value chain actors. (Cat 2: Asset creation and livelihood support activities; Modality: food, CBT, CS)</p>   | <p><b>ACTIVITY 6:</b><br/>Provide capacity strengthening, skills transfer, partnership activities, and logistics &amp; procurement services, to national &amp; local institutions and private sector enterprises involved in food security, nutrition, food safety, disaster risk management and emergency response. (Cat 9: Institutional capacity strengthening; modality: capacity strengthening, service delivery)</p>   |
|  | <p><b>ACTIVITY 3:</b><br/>Provide nutritious meals to school children in food insecure areas (Cat 4: School Meals; modality: CBT, food, CS)</p>  |   | <p><b>ACTIVITY 9:</b><br/>Support national and sub-national systems strengthening activities to address systemic challenges, reduce the impact of shocks and improve local resilience of the health supply chain systems in Malawi. (Cat 9: Institutional capacity strengthening; modality: capacity strengthening, service delivery)</p>  |  |

## MALAWI CSP (2019 – 2023)

### SR 8 – Enhance global partnership (SDG Target 17.16)

#### CRISIS RESPONSE

#### STRATEGIC OUTCOME 6

Humanitarian and development partners in Malawi have access to increased emergency services throughout the crisis.

#### OUTPUTS:

**6.1** Affected populations benefit from logistics cluster services to national disaster management cells, humanitarian agencies and partners (Output category H) in order to timely receive life-saving food and medical supplies.

**6.2.** Affected populations benefit from on-demand services to national disaster management cells, humanitarian agencies and partners (Output category H) in order to timely receive humanitarian assistance.

#### 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. (Act Category: 10)

#### ACTIVITY 8

**Provide corridor management supply chain services and** on-demand services to humanitarian and other relevant partners to ensure effective emergency assistance in addition to routine programming. (Act Category: 10)

Source: WFP. 2022. CSP Budget Revision 03.

## CSP FINANCIAL DATA

1. **Budget revisions and budget share:** The CSP has undergone three budget revisions which increased the total Needs Based Plan (NBP) amount by USD 14.7 million. The first budget revision added Strategic Outcome (SO) 6 and Activities 7 and 8 to respond to the emergency situation caused by Tropical Cyclone Idai. The second budget revision increased the budget envelope for Activities 7 and 8 to provide logistics support for the humanitarian community's response to COVID-19 in Malawi and possible future emergencies in the country. A third budget revision was finalized at the time of writing and adds Activity 9 under SO5.

**Table 1 Malawi CSP NBP by SO and activity 2019–2023 (in USD)**

| SO   | Activity transfer & implementation total  | Original NBP (February 2019) | After BR01 (May 2019) | After BR02 (April 2021) | After BR03 (June 2022) |
|------|---|------------------------------|-----------------------|-------------------------|------------------------|
| SO 1 | 01 Providing assistance to the vulnerable | 174,243,294                  | 174,243,294           | 174,243,294             | 174,243,294            |
| SO 2 | 02 Supporting national shock protection   | 4,517,192                    | 4,517,192             | 4,517,192               | 4,517,192              |
|      | 03 Support School Meals programme         | 82,372,804                   | 82,372,804            | 82,372,804              | 82,372,804             |
| SO 3 | 04 Malnutrition prevention services       | 11,046,123                   | 11,046,123            | 11,046,123              | 11,046,123             |
| SO 4 | 05 Resilience building                    | 281,142,979                  | 281,142,979           | 281,142,979             | 281,142,979            |
| SO 5 | 06 Provide capacity strengthening         | 1,488,315                    | 1,488,315             | 1,488,315               | 4,558,240              |
|      | 09 Health supply chain strengthening      | 0                            | 0                     | 0                       | 1,167,011              |

| SO   | Activity transfer & implementation total | Original NBP (February 2019) | After BR01 (May 2019) | After BR02 (April 2021) | After BR03 (June 2022) |
|--|--|------------------------------|-----------------------|-------------------------|------------------------|
| SO6  | 07 Service provision – Logistics Cluster | 0                            | 700,844               | 6,616,074               | 6,616,074              |
|  | 08 On-demand services                    | 0                            | 505,116               | 2,905,116               | 3,138,269              |
| <b>Total transfer &amp; implementation</b> |  | 554,810,723                  | 556,016,666           | 564,331,896             | 568,801,986            |
| <b>Direct support costs (DSC)</b>          |  | 27,161,590                   | 27,161,590            | 27,161,590              | 27,161,590             |
| <b>Total WFP direct costs</b>              |  | 581,972,313                  | 583,178,257           | 591,493,487             | 595,963,576            |
| <b>Indirect support costs (ISC)</b>        |  | 37,828,200                   | 37,906,587            | 38,248,838              | 38,523,579             |
| <b>Total WFP costs</b>                     |  | 619,800,513                  | 621,084,843           | 629,742,324             | 634,487,155            |

Source: CPB and Budget Revisions 01, 02, and 03.

2. **CSP resourcing and allocations:** WFP's CSP for Malawi 2019–2023 was approved by the Executive Board in November 2018 and implementation began in January 2019. As of October 2022, 41.2 percent of the NBP was funded (USD 261.5 million out of USD 634.5 million). Country office staff noted that approximately 90 percent of the figure for allocated contributions by 'UN other funds and agencies' within [Table 2](#) below is composed of funding from the UK via the Multi-Partner Trust Fund, making the UK's allocated contributions the largest among CSP donors, amounting to approximately USD 66 million. The USA has allocated the second-largest value of contributions among the CSP's donors. Contributions from the UK and the USA combined have funded 22 percent of the NBP overall. Other donors that contributed significantly to the NBP include the European Commission and Norway. Apart from the donors already mentioned in this paragraph, the majority of the CSP's donors comprised a wide variety of bilateral donors, each contributing between 0.2 percent and 1.5 percent to the NBP.

**Table 2 CSP resource situation by donor (as of 20 October 2022)**

| Needs Based Plan (USD): 634,487,155 |                               |                  |
|-------------------------------------|-------------------------------|------------------|
| Donor                               | Allocated contributions (USD) | Share of NBP (%) |
| AUSTRALIA                           | 127,341                       | 0.0%             |
| BELGIUM                             | 2,578,829                     | 0.4%             |
| CANADA                              | 541,557                       | 0.1%             |
| EDMF                                | 973,409                       | 0.2%             |
| EUROPEAN COMMISSION                 | 19,647,733                    | 3.1%             |
| FLEXIBLE FUNDING                    | 18,528,033                    | 2.7%             |
| GERMANY                             | 9,135,924                     | 1.4%             |
| ICELAND                             | 4,000,457                     | 0.6%             |
| IRELAND                             | 1,936,385                     | 0.3%             |
| ITALY                               | 427,814                       | 0.1%             |
| JAPAN                               | 1,500,000                     | 0.2%             |
| LUXEMBOURG                          | 100,301                       | 0.0%             |
| MALAWI                              | 2,973,997                     | 0.5%             |
| MISCELLANEOUS INCOME                | 9,289,176                     | 1.4%             |
| NORWAY                              | 15,250,282                    | 2.4%             |

| Needs Based Plan (USD): 634,487,155      |                               |                  |
|--|-------------------------------|------------------|
| Donor                                    | Allocated contributions (USD) | Share of NBP (%) |
| PRIVATE DONORS                           | 1,352,668                     | 0.2%             |
| REGIONAL OR TF ALLOCATIONS               | 5,865,929                     | 0.9%             |
| RESOURCE TRANSFER                        | 8,022,847                     | 1.3%             |
| RUSSIAN FEDERATION                       | 1,000,000                     | 0.2%             |
| SOUTH AFRICA                             | 340,832                       | 0.1%             |
| SWEDEN                                   | 432,999                       | 0.1%             |
| SWITZERLAND                              | 1,198,098                     | 0.2%             |
| UN CERF                                  | 9,983,057                     | 1.6%             |
| UNITED KINGDOM                           | 6,155,830                     | 1.0%             |
| UN OTHER FUNDS AND AGENCIES (EXCL. CERF) | 67,302,959                    | 10.6%            |
| USA                                      | 72,808,584                    | 11.5%            |
| <b>NBP funded:</b>                       | <b>261,475,041</b>            |                  |
| <b>Percentage of NBP funded:</b>         | <b>41.21%</b>                 |                  |
| <b>Shortfall (of NBP):</b>               | <b>373,012,114</b>            |                  |

Source: CPB Resource Situation, 20 October 2022.

3. **Annual resourcing - disaggregation and earmarking:** In comparing the cumulative NBP and the allocated resources, 36.8 percent of the total NBP amount was allocated as of October 2022. Overall, the extent to which activities were resourced, when compared with the NBP, is relatively low, with SOs 1, 2, 4 and 6 having resource allocations of less than 50 percent of their respective cumulative NBP amounts, and SO3 having resourcing levels of less than 60 percent of their NBP amounts. The exception to this was SO5, which was resourced at 60.5 percent of its NBP amount.<sup>10</sup> See finding in Evaluation Question (EQ) 4.1, Volume 1 of this report, for data on earmarking.

**Table 3 NBPs and allocations by activity**

| Malawi CSP (2019–2023) cumulative financial overview |                      |          |                    |                     |                      |
|--|----------------------|----------|--------------------|---------------------|----------------------|
| Focus area   | Strategic outcome    | Activity | NBP, after BR03    | Allocated resources | Resourcing level (%) |
| Crisis response                                      | SO1                  | Act. 01  | 174,243,294        | 75,238,342          | 43.2%                |
|  | <b>Sub-total SO1</b> |          | <b>174,243,294</b> | <b>75,238,342</b>   | <b>43.2%</b>         |
| Resilience building                                  | SO2                  | Act. 02  | 4,517,192          | 1,462,834           | 32.4%                |
|  |                      | Act. 03  | 82,372,804         | 34,757,816          | 42.2%                |
|  | <b>Sub-total SO2</b> |          | <b>86,889,996</b>  | <b>36,220,650</b>   | <b>41.7%</b>         |
|  | SO3                  | Act. 04  | 11,046,123         | 5,895,325           | 53.4%                |
|  | <b>Sub-total SO3</b> |          | <b>11,046,123</b>  | <b>5,895,325</b>    | <b>53.4%</b>         |
|  | SO4                  | Act. 05  | 281,142,979        | 75,729,291          | 26.9%                |
|  | <b>Sub-total SO4</b> |          | <b>281,142,979</b> | <b>75,729,291</b>   | <b>26.9%</b>         |
|  | SO5                  | Act. 06  | 4,558,240          | 3,305,799           | 72.5%                |

<sup>10</sup> Country office staff indicated that the relatively high resourcing level of SO5 is largely due to donors' funding of a portfolio of well-developed and established interventions related to improved supply chain systems, such as capacity strengthening of Malawi's MVAC.

| Malawi CSP (2019–2023) cumulative financial overview |                               |                      |                    |                     |                      |
|--|-------------------------------|----------------------|--------------------|---------------------|----------------------|
| Focus area   | Strategic outcome             | Activity             | NBP, after BR03    | Allocated resources | Resourcing level (%) |
|  |                               | Act. 09              | 1,167,011          | 160,259             | 13.7%                |
|  |                               | <b>Sub-total SO5</b> | <b>5,725,251</b>   | <b>3,466,058</b>    | <b>60.5%</b>         |
| Crisis response                                      | SO6                           | Act. 07              | 6,616,074          | 3,736,903           | 56.5%                |
|  |                               | Act. 08              | 3,138,269          | 563,715             | 18.0%                |
|  |                               | <b>Sub-total SO6</b> | <b>9,754,343</b>   | <b>4,300,618</b>    | <b>44.1%</b>         |
|  | Non-SO specific               |                      | 0                  | 1,924,780           |                      |
|  | Total direct operational cost |                      | 568,801,986        | 202,775,064         | 35.6%                |
|  | Direct support cost (DCS)     |                      | 27,161,590         | 17,925,621          | 66.0%                |
|  | Total direct costs            |                      | 595,963,576        | 220,700,685         | 37.0%                |
|  | Indirect support cost (ISC)   |                      | 38,523,579         | 12,999,440          | 33.7%                |
|  | <b>Grand total</b>            |                      | <b>634,487,155</b> | <b>233,700,125</b>  | <b>36.8%</b>         |

Source: IRM Analytics, custom OEV report, CPB Resources overview 2022-10-20.

## CSP EXPENDITURE, TRANSFER AND ASSETS DATA

4. **Expenditures:** Compared with available resources,<sup>11</sup> annual expenditures since the start of the CSP were low overall, and decreased between 2019 and 2021. Overall decreases in expenditure rates across years were seen for SO2, SO4 and SO6. On the other hand, expenditure rates for SO3 increased steadily between 2019 and 2021, while that of SO1 also increased, overall, from 65.2 percent in 2019 to 83.6 percent in 2021, which stood as the highest expenditure rate across years and SOs. The Annual Country Report (ACR) 2019 notes that no funding was allocated to SO5 in 2019 due to resource mobilization challenges.<sup>12</sup> The negative value for expenditures for Activity 8 likely reflects the shifting of resources following the budget revision in mid-2019, the year the activity was introduced.

<sup>11</sup> As per the definition provided by ACRs, 'available resources' only counts allocated financial contributions in a single given year, as well as unspent balance of resources from the previous year. As such, it does not include multiyear donor funding that the CO may have received during the evaluation period. The ET will take this account in its further analysis of expenditure rates by SO, and will also collect qualitative data on levels of expenditure through document review and interviews with relevant stakeholders.

<sup>12</sup> WFP. 2019. Annual Country Report – Malawi.



**Table 4 Expenditure rates against available resources by activity**

| SO                   | Activity              | 2019                |                   |  | 2020                |                   |  | 2021                |                   |  |
|----------------------|-----------------------|---------------------|-------------------|--|---------------------|-------------------|--|---------------------|-------------------|--|
|                      |                       | Available resources | Expenditures      | Achievement (expenditures vs. available resources) | Available resources | Expenditures      | Achievement (expenditures vs. available resources) | Available resources | Expenditures      | Achievement (expenditures vs. available resources) |
| SO1                  | Act. 1                | 48,301,084          | 31,504,523        | 65.2%  | 30,892,653          | 14,290,745        | 46.3%  | 21,796,320          | 18,232,564        | 83.6%  |
| SO2                  | Act. 2                | 417,055             | 168,990           | 40.5%  | 966,711             | 449,268           | 46.5%  | 851,119             | 495,909           | 58.3%  |
|                      | Act. 3                | 11,757,400          | 6,405,437         | 54.5%  | 45,252,709          | 9,067,789         | 20.0%  | 33,735,914          | 5,901,691         | 17.5%  |
|                      | Sub-total SO2         | 12,174,455          | 6,574,427         | 54.0%  | 46,219,421          | 9,517,057         | 20.6%  | 34,587,032          | 6,397,600         | 18.5%  |
| SO3                  | Act. 4                | 2,138,357           | 763,018           | 35.7%  | 3,471,727           | 2,306,653         | 66.4%  | 2,710,209           | 2,004,743         | 74.0%  |
| SO4                  | Act. 5                | 30,699,161          | 18,296,845        | 59.6%  | 44,116,956          | 16,419,351        | 37.2%  | 38,547,254          | 18,408,301        | 47.8%  |
| SO5                  | Act.6                 | 0                   | 0                 |  | 340,349             | 110,568           | 32.5%  | 1,144,267           | 489,478           | 42.8%  |
| SO6                  | Act.7                 | 540,819             | 476,113           | 88.0%  | 285,112             | 128,612           | 45.1%  | 2,737,499           | 1,000,292         | 36.5%  |
|                      | Act.8                 | 186,107             | -53,232           | -28.6%   | 406,720             | 391,890           | 96.4%  | 66,887              | 36,859            | 55.1%  |
|                      | Sub-total SO6         | 726,926             | 422,881           | 58.2%  | 691,832             | 520,501           | 75.2%  | 2,804,387           | 1,037,151         | 37.0%  |
| Direct support costs |                       | 5,610,906           | 4,296,055         | 76.6%  | 7,567,901           | 4,675,791         | 61.8%  | 6,148,083           | 4,031,565         | 65.6%  |
| Non-SO specific      | Non-Activity Specific | 8,555,701           |                   | 0.0%   | 5,430,938           |                   | 0.0%   | 3,644,394           |                   | 0.0%   |
| <b>Grand total</b>   |                       | <b>121,107,973</b>  | <b>68,855,057</b> | <b>56.9%</b>                                       | <b>185,643,030</b>  | <b>57,878,225</b> | <b>31.2%</b>                                       | <b>148,773,366</b>  | <b>58,036,155</b> | <b>39.0%</b>                                       |

Source: CPB Resources Overview.

5. **Transfers:** Food and cash transfers were undertaken as part of SOs 1, 2 and 4 (Activities 1, 3 and 5) of the CSP. Planned and actual in-kind transfers of food were made for a variety of commodities, mostly maize and corn soya blend. Most of the corn soya blend was distributed via SO2 (activity 3), related to the provision of nutritious school meals through WFP centralized school feeding. The majority of cash transfers were undertaken as part of Activities 1 and 5. While the CSP did not plan transfers of value vouchers for services, USD 1.9 million of such transfers were made in 2020 and 2021 through SO4 (Activity 5). More specifically, these transfers were premiums for the insurance schemes which were paid to beneficiaries through value vouchers for services, under the integrated resilience programme in SO4.

**Table 5 Planned versus actual food and cash transfers by year**

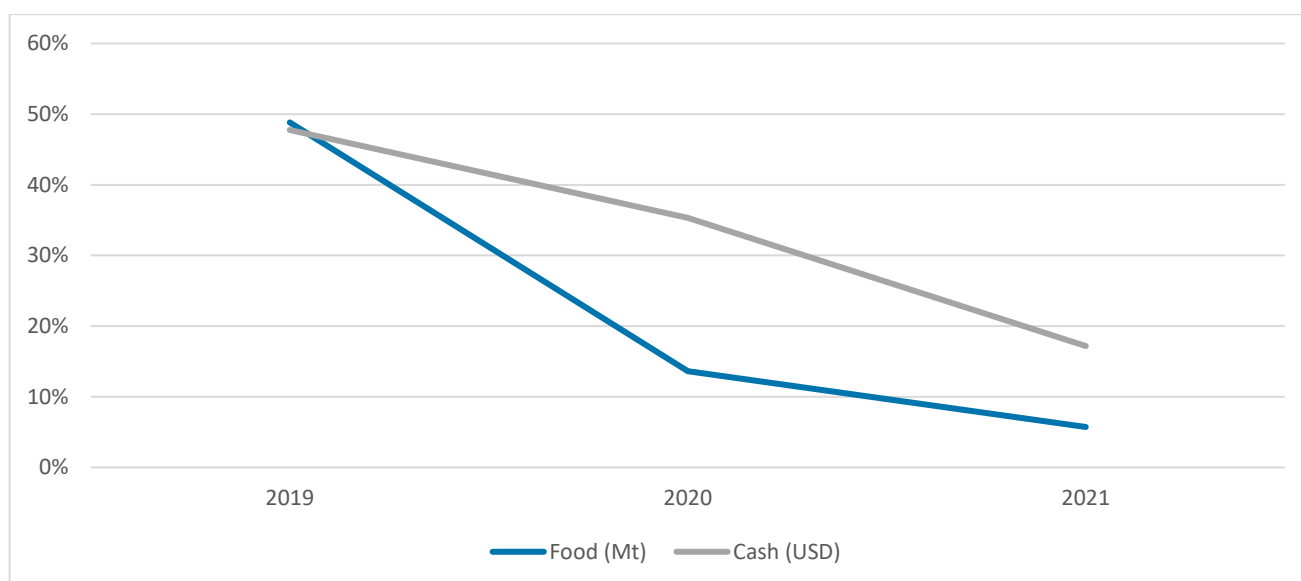
| Commodity                                 | 2019         |            |               | 2020         |            |               | 2021         |                         |               |
|---|--------------|------------|---------------|--------------|------------|---------------|--------------|-------------------------|---------------|
|   | Planned (mt) | Actual     | Achievement % | Planned (mt) | Actual     | Achievement % | Planned (mt) | Actual                  | Achievement % |
| <b>Food</b>                               |              |            |               |              |            |               |              |                         |               |
| Maize                                     | 36,397       | 16,012     | 44%           | 27,844       | 2,552      | 9%            | 37,223       | 35                      | 0%            |
| Corn soya blend                           | 26,900       | 13,158     | 49%           | 25,200       | 4,185      | 17%           | 3,445        | 2,794                   | 81%           |
| Lipid-based nutrient supplements          | 0            | 12         | n/a           | n/a          | n/a        | n/a           | n/a          | n/a                     | n/a           |
| Ready to use therapeutic food             | 571          | 76         | 13%           | 442          | 6          | 1%            | n/a          | n/a                     | n/a           |
| Vegetable oil                             | 1,789        | 1,388      | 78%           | 1,434        | 515        | 36%           | 1,547        | 1                       | 0%            |
| Beans                                     | 745          | 2,015      | 270%          | 782          | 714        | 91%           | 648          | -                       | 0%            |
| Peas                                      | 6,485        | 2,917      | 45%           | 4,774        | 23         | 0%            | 6,651        | 3                       | 0%            |
| Split peas                                | n/a          | n/a        | n/a           | 0            | 248        | n/a           | n/a          | n/a                     | n/a           |
| <b>Cash and vouchers</b>                  |              |            |               |              |            |               |              |                         |               |
| Cash (USD)                                | 58,841,939   | 28,100,737 | 48%           | 65,804,746   | 22,515,685 | 34%           | 94,398,702   | 16,209,067              | 17%           |
| Value voucher transfer for services (USD) | n/a          | n/a        | n/a           | 0            | 727,120    | n/a           | n/a          | 1,177,041 <sup>13</sup> | n/a           |

Source: CM-R-007 Annual Distribution (CSP) Malawi 2019–2022.

<sup>13</sup> Number value of value voucher transfers from services in 2021 taken from ACR 2021. Data from CM-R-007 Annual Distribution (CSP) Malawi for 2021 did not include this.

6. The rates at which annual planned amounts of food and cash were transferred decreased between 2019 and 2021 and the decrease was sharper for food transfers – as shown in the figure below.

**Figure 1 Food and CBT annual achievement of planned CSP targets**



Source: CM-R-007 Annual Distribution (CSP) Malawi 2019–2022.

7. **Transfers – target achievements by SO:** The annual target achievement rates for food and cash transfers varied among SOs, and decreased overall across SOs and transfer modalities. It is noteworthy, however, that cash transfers for SO2 exceeded their planned amount in 2020. Also of note, the amount of food transfers for SOs 1 and 4 in 2021 were substantially below their planned amounts, at 2 percent and 0 percent respectively.

**Table 6 Food and cash target achievement percentages by SO**

| SO | 2019 |      | 2020 |      | 2021 |      |
|----|------|------|------|------|------|------|
|    | Food | Cash | Food | Cash | Food | Cash |
| 1  | 53%  | 76%  | 13%  | 47%  | 2%   | 21%  |
| 2  | 35%  | 48%  | 16%  | 107% | 36%  | 17%  |
| 4  | 57%  | 28%  | 11%  | 24%  | 0%   | 11%  |

Source: CM-R-007 Annual Distribution (CSP) Malawi 2019–2022.

## CSP BENEFICIARIES' SUMMARY

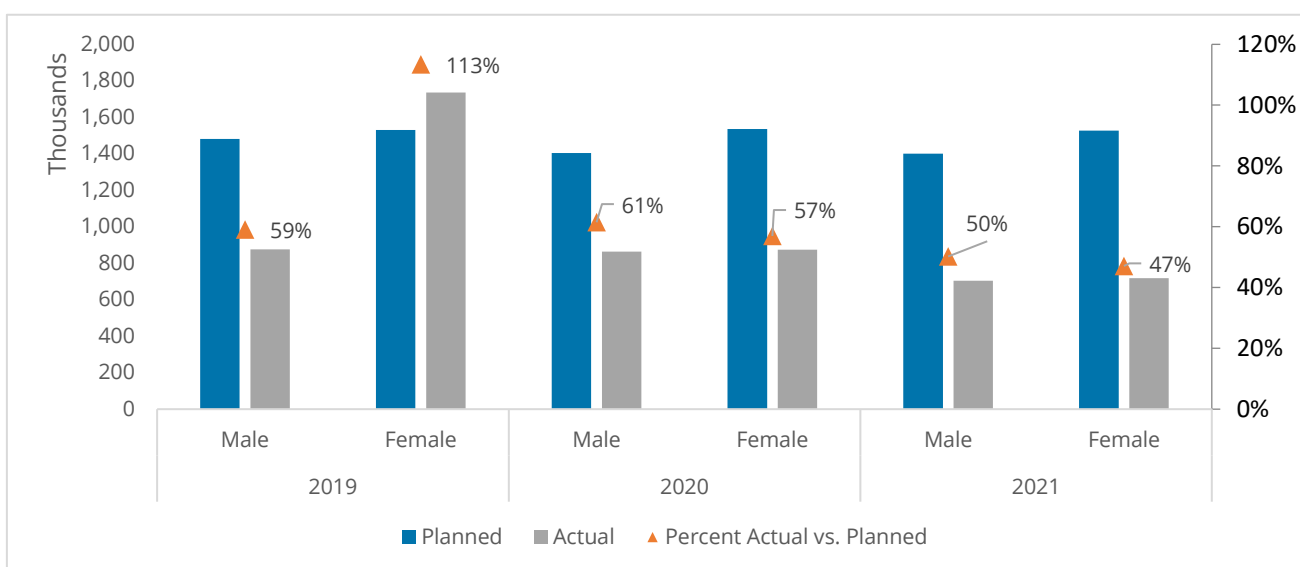
8. **Beneficiaries – target achievements:** The following tables and figures summarize the number of beneficiaries reached against planned activity and SO, disaggregated by gender and by age group, for 2019–2021. Overall, the actual numbers of beneficiaries reached by the CSP were lower than planned and were on a downward trend between 2019 and 2021.

**Table 7 Planned and actual beneficiaries by gender 2019–2021**

| Year | Gender | Planned   | Actual       | Actual vs planned (%) |
|------|--------|-----------|--------------|-----------------------|
| 2019 | Male   | 1,482,201 | 875,207      | 59%                   |
|      | Female | 1,530,402 | 1,735,414    | 113%                  |
|      | Total  | 3,012,603 | 2,610,621    | 87%                   |
| 2020 | Male   | 1,404,737 | 863,470      | 61%                   |
|      | Female | 1,536,293 | 875,122      | 57%                   |
|      | Total  | 2,941,030 | 1,738,592    | 59%                   |
| 2021 | Male   | 1,401,429 | 703,764.00   | 50%                   |
|      | Female | 1,526,544 | 719,005.00   | 47%                   |
|      | Total  | 2,927,973 | 1,422,769.00 | 49%                   |

Source: CM-R001b Annual Country Beneficiaries (CSP) Malawi.

**Figure 2 Annual CSP beneficiaries by gender<sup>14</sup>**



9. The target achievement rates for beneficiaries reached did not substantially differ between men and women during the 2019–2021 period. The exception was 2019, when the actual number of women reached was double that of men and exceeded the planned number of female beneficiaries for that year. See [Table 3](#). The high number of female beneficiaries in 2019 compared with later years was due to the implementation of moderate acute malnutrition (MAM) treatment activities under SO1, as well as malnutrition prevention activities under SO3, which focused on female beneficiaries. As discussed in section 2.2.1 of volume 1 of the report, MAM treatment activities were phased out at the end of 2019.

<sup>14</sup> Source: CM-R001b Annual Country Beneficiaries (CSP) Malawi.

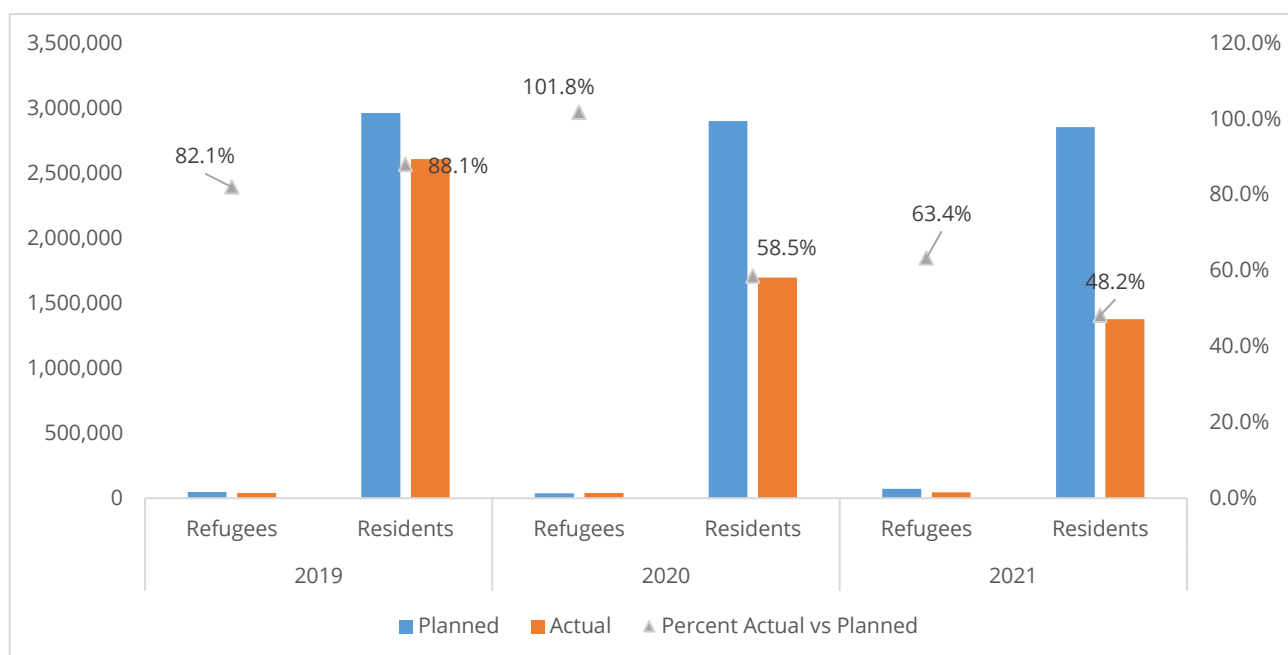
10. **Table 8** below provides an outline of the planned and actual beneficiaries reached during the 2019–2021 period. The numbers of school-aged children (5–17 years old) reached was above planned numbers in 2019, while the number of adults (18–59 years old) reached was relatively close to planned numbers for the same year. The target achievement rates for beneficiaries reached within these age groups decreased in 2020 and 2021. The target achievement rate for children aged 0–59 months, and adults aged 60 years and above, increased during the 2019–2021 period. However, the numbers of actual beneficiaries for these age groups were significantly below those planned throughout the period.

**Table 8 Planned and actual beneficiaries by age 2019–2021**

| Year | Age                     | Planned   | Actual    | Actual vs planned (%) |
|------|-------------------------|-----------|-----------|-----------------------|
| 2019 | Children (0–23 months)  | 337,412   | 89,098    | 26%                   |
|      | Children (24–59 months) | 307,286   | 103,862   | 34%                   |
|      | Children (5–11 years)   | 530,218   | 668,008   | 126%                  |
|      | Children (12–17 years)  | 418,752   | 526,328   | 126%                  |
|      | Adults (18–59 years)    | 1,286,381 | 1,187,956 | 92%                   |
|      | Adults (60+ years)      | 132,555   | 35,369    | 27%                   |
| 2020 | Children (0–23 months)  | 237,257   | 135,732   | 57%                   |
|      | Children (24–59 months) | 203,912   | 119,782   | 59%                   |
|      | Children (5–11 years)   | 918,059   | 492,448   | 54%                   |
|      | Children (12–17 years)  | 697,142   | 424,618   | 61%                   |
|      | Adults (18–59 years)    | 810,832   | 517,706   | 64%                   |
|      | Adults (60+ years)      | 73,828    | 48,306    | 65%                   |
| 2021 | Children (0–23 months)  | 230,763   | 93,671    | 41%                   |
|      | Children (24–59 months) | 204,181   | 84,471    | 41%                   |
|      | Children (5–11 years)   | 914,011   | 474,498   | 52%                   |
|      | Children (12–17 years)  | 697,513   | 374,464   | 54%                   |
|      | Adults (18–59 years)    | 808,187   | 358,030   | 44%                   |
|      | Adults (60+ years)      | 73,318    | 37,635    | 51%                   |

Source: CM-R001b Annual Country Beneficiaries (CSP) Malawi.

**Figure 3 Annual CSP beneficiaries by residence status<sup>15</sup>**



11. The CSP sets targets for the number of beneficiaries to be reached each year; the planned number of refugee beneficiaries was much lower than the number of Malawi resident beneficiaries. In 2020 and 2021, WFP met CSP targets to a greater extent for refugee beneficiaries than its targets for resident beneficiaries. The opposite was true in 2019, as 82.1 percent of planned refugee beneficiaries were reached, compared with 88.1 percent of planned resident beneficiaries.

12. In line with an overall decreasing trend of target achievement rates for beneficiaries reached during the 2019–2021 period, the target achievement rates for beneficiaries reached decreased year-on-year for SOs 1, 2 and 4 throughout the same period.

**Table 9 Beneficiaries by strategic outcome**

| Year | Strategic outcome | Activity | Planned beneficiaries | Actual beneficiaries | Actual vs planned beneficiaries (%) |
|------|-------------------|----------|-----------------------|----------------------|-------------------------------------|
| 2019 | SO1               | Act. 1   | 1,126,647             | 1,091,324            | 97%                                 |
|      | SO2               | Act. 3   | 1,245,448             | 1,145,553            | 92%                                 |
|      | SO4               | Act. 5   | 861,750               | 819,000              | 95%                                 |
| 2020 | SO1               | Act. 1   | 1,002,506             | 818,037              | 82%                                 |
|      | SO2               | Act. 3   | 1,280,448             | 985,441              | 77%                                 |
|      | SO4               | Act. 5   | 1,123,425             | 821,969              | 73%                                 |
| 2021 | SO1               | Act. 1   | 897,356               | 545,232              | 61%                                 |
|      | SO2               | Act. 3   | 1,316,571             | 973,544              | 74%                                 |
|      | SO4               | Act. 5   | 1,370,687             | 462,014              | 34%                                 |

Source: CM-R020 Adjusted Participants and Beneficiaries Malawi.

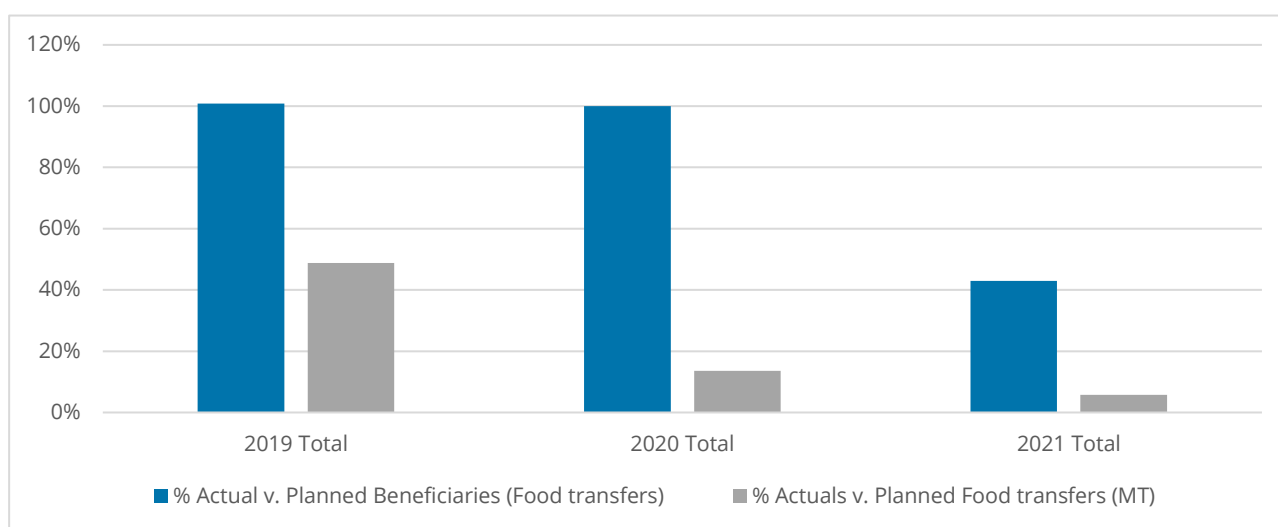
<sup>15</sup> Source: CM-R001b Annual Country Beneficiaries (CSP) Malawi. Data for number of refugee beneficiaries reached in 2019 were provided by the country office.



## BENEFICIARY VERSUS TRANSFER TARGET ACHIEVEMENTS

13. **Beneficiary target achievements versus transfer target achievements:** In theory, transfer target achievement rates should be aligned with beneficiary target achievements. If more beneficiaries are included in the activities, there should be a commensurate increase in the amount of food or cash disbursed. Overall, available data indicate that the target achievement rates for beneficiaries reached was higher than those of food and cash transfers throughout the 2019–2021 period. In relation to food transfers, the target achievement rates of beneficiaries reached, and tonnage of food transferred, both decreased steadily between 2019 and 2021, with the target achievement rates of beneficiaries reached significantly higher than those of food transferred throughout the same period. Of note, a significant disparity is seen for SO4, Activity 5 in 2020, where the number of beneficiaries reached is more than twice the number of planned beneficiaries, while the amount of food transferred is significantly below the planned amount for the same year and CSP activity.

**Figure 4 Annual target achievement comparisons, beneficiaries and food**



Source: CM-R-007 Annual Distribution (CSP) Malawi 2019–2022; and CM-R020 Adjusted Participants and Beneficiaries Malawi.

Note: The number of total planned and actual beneficiaries, summing across transfer modalities, SOs and activities, based on data from CM-R020, does not match the total number of beneficiaries based on data that are included in [Table 9](#) above, which was drawn from CM-R001b. This is due to CM-R020 containing data on beneficiary counts with overlaps. Based on input from OEV, there are no corporate data on beneficiaries by transfer modality without such overlaps.

**Table 10 Target achievement rate comparisons, beneficiaries and food transfers**

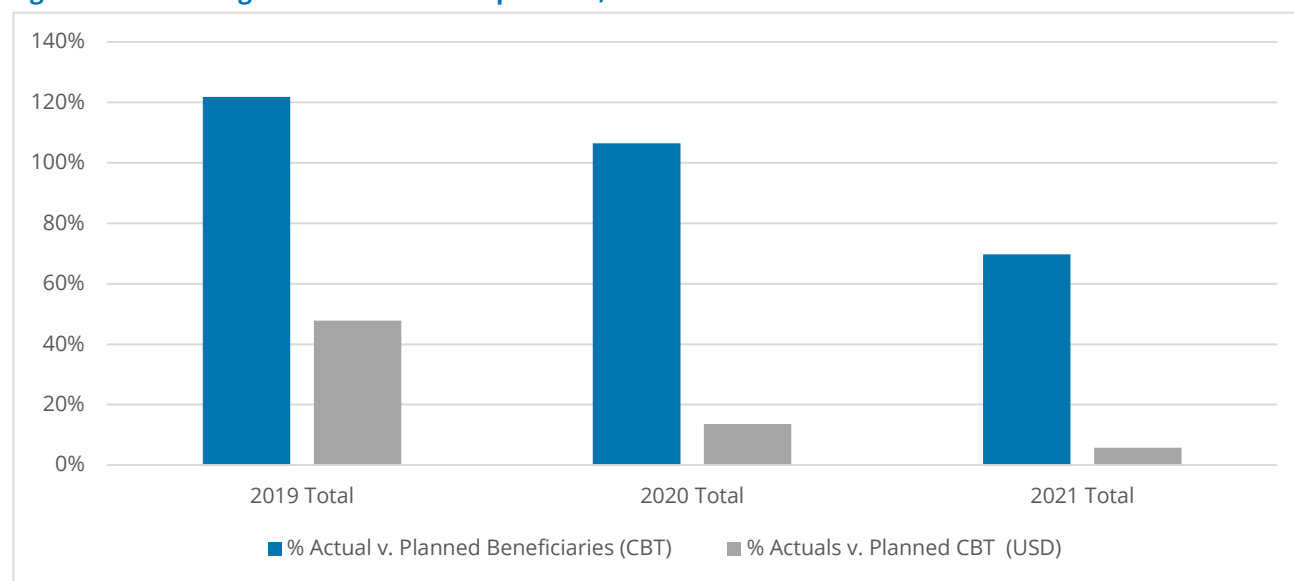
| Year | Strategic outcome | Activity | Actual vs planned beneficiaries (%) | Actual vs planned food transfers (%) |
|------|-------------------|----------|-------------------------------------|--------------------------------------|
| 2019 | SO1               | Act. 1   | 86%                                 | 53%                                  |
|      | SO2               | Act. 3   | 102%                                | 35%                                  |
|      | SO4               | Act. 5   | 131%                                | 57%                                  |
| 2020 | SO1               | Act. 1   | 18%                                 | 13%                                  |
|      | SO2               | Act. 3   | 51%                                 | 16%                                  |
|      | SO4               | Act. 5   | 238%                                | 11%                                  |
| 2021 | SO1               | Act. 1   | 8%                                  | 2%                                   |
|      | SO2               | Act. 3   | 68%                                 | 36%                                  |
|      | SO4               | Act. 5   | 0%                                  | 0%                                   |

Source: CM-R-007 Annual Distribution (CSP) Malawi 2019–2022; and CM-R020 Adjusted Participants and Beneficiaries Malawi. See note under Figure 5 regarding data on beneficiary counts with overlaps.

14. Similar to food transfers, the target achievement rates for beneficiaries reached through cash transfers was significantly higher than the target achievement rates of planned versus actual cash amounts throughout the 2019–

2021 period. When disaggregating data by SO and activity, the target achievement rates of beneficiaries reached were higher than that of amounts of cash transferred, for all SOs across year.

**Figure 5 Annual target achievement comparisons, beneficiaries and cash**



Source: CM-R-007 Annual Distribution (CSP) Malawi 2019–2022; and CM-R020 Adjusted Participants and Beneficiaries Malawi. See note under **Figure 4** regarding data on beneficiary counts with overlaps.

**Table 11 Target achievement rate comparisons, beneficiaries and cash transfers**

| Year | Strategic outcome | Activity | Beneficiaries (cash-based transfers) |         |                                     | Transfers (USD) |            |                           |
|------|-------------------|----------|--------------------------------------|---------|-------------------------------------|-----------------|------------|---------------------------|
|      |                   |          | Planned                              | Actual  | Actual vs planned beneficiaries (%) | Planned         | Actual     | Actual vs planned CBT (%) |
| 2019 | SO1               | Act. 1   | 479,073                              | 818,120 | 171%                                | 22,889,149      | 17,459,569 | 76%                       |
|      | SO2               | Act. 3   | 198,521                              | 254,779 | 128%                                | 3,144,535       | 1,524,993  | 48%                       |
|      | SO4               | Act. 5   | 575,887                              | 453,945 | 79%                                 | 32,808,256      | 9,116,172  | 28%                       |
| 2020 | SO1               | Act. 1   | 410,635                              | 714,547 | 174%                                | 20,766,170      | 9,723,218  | 47%                       |
|      | SO2               | Act. 3   | 206,088                              | 487,633 | 237%                                | 3,265,607       | 3,492,278  | 107%                      |
|      | SO4               | Act. 5   | 943,740                              | 459,047 | 49%                                 | 41,762,969      | 10,027,309 | 24%                       |
| 2021 | SO1               | Act. 1   | 366,195                              | 545,232 | 149%                                | 54,355,208      | 11,226,210 | 21%                       |
|      | SO2               | Act. 3   | 213,958                              | 208,798 | 98%                                 | 8,117,910       | 1,402,638  | 17%                       |
|      | SO4               | Act. 5   | 1,164,052                            | 462,014 | 40%                                 | 31,925,583      | 3,580,219  | 11%                       |

Source: CM-R-007 Annual Distribution (CSP) Malawi 2019–2022; and CM-R020 Adjusted Participants and Beneficiaries Malawi.

## OUTPUT, OUTCOME AND CROSS-CUTTING DATA

15. **Output achievements:** The CSP includes a total of 107 detailed output indicators (i.e. counting sub-sets of indicators within each broad category of outputs, such as numbers of kilometres of irrigation canals constructed, and numbers of partner organizations participating in the cluster system nationally, among many others). Overall, a high proportion of annual follow-up values for detailed output indicators were below 75 percent of annual targets, which includes follow-up values that were registered as zero (60 indicators in 2019, 67 in 2020 and 90 in 2021). On the other hand, approximately a third of all follow-up values for detailed output indicators were above 90 percent of annual targets (34 indicators in 2019, 24 in 2020 and 32 in 2021). These did not include indicators for which there were no annual targets, yet had annual follow-up values (5 indicators in 2019, 11 in 2020 and 1 in 2021). The ACR put forth explanations for the high proportion of indicators with annual follow-up substantially below annual targets: (i)

for SO1, the lack of flooding and the lack of triggering of the delivery of several outputs; (ii) the delay in implementation of the integrated resilience programme by one year under SO4, and thus the low target achievement rates for its outputs in 2019; and (iii) lack of weather conditions that would have triggered insurance pay-outs in 2019, under SO4.

16. **Outcome achievements:** The country office tracks 37 outcome-level indicators to measure progress against the strategic outcomes. This does not include sub-sets of indicators from categories such as the Food Consumption Score (related to nutrition, iron-intake and so forth) and sub-sets of indicators measuring specific target groups and transfer modalities. In total there are 72 indicators when disaggregating by sub-sets of indicators. Available data collected for these indicators suggest that changes at the outcome level during the 2019–2021 period have been mixed, as 28 indicators improved from their baselines, 18 declined, 2 stagnated, and there were no data for 24 indicators.<sup>16</sup> See Table 9.7.2 for detailed information on available reporting against CSP outcome indicators.

17. **Cross-cutting indicators:** There are 10 cross-cutting indicators in the CSP that cover the themes of accountability, protection, GEWE and the environment. Overall, changes across the cross-cutting indicators varied between target groups (lean season affected populations, refugees and smallholder producers and vulnerable populations), and a preliminary analysis of available data did not identify a coherent trend for the 2019–2021 period. [Table 12](#) below provides a detailed overview of available data on the CSP cross-cutting indicators.

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<sup>16</sup> There were no follow-up data collected for 24 indicators. However, as is noted in the evaluability assessment, these did not all represent data gaps, as some interventions were not triggered by weather conditions (e.g. flood response), and some interventions were discontinued, such as MAM treatment originally planned under SO1.

## CSP RESULTS FRAMEWORK (OUTPUTS, OUTCOMES AND CROSS-CUTTING)

Table 12 CSP non-transfer outputs – planned versus actual (2019–2021)

| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator   | 2019   |        |                     | 2020   |        |                     | 2021   |        |                     |
|----|----------|--|-------------------------|--|--------|--------|---------------------|--------|--------|---------------------|--------|--------|---------------------|
|    |          |  |                         |  | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.7                   | Hectares (ha) of community woodlots  | 46     | 29.3   | 63.7%               | 46     | 0      | 0%                  | 46     | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.13                  | Hectares (ha) of community woodlots/forest planted, maintained or protected                                    | 22     | 6.5    | 29.5%               | 22     | 0      | 0%                  | 22     | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.9                   | Hectares (ha) of cultivated land treated and conserved with physical soil and water conservation measures only | 130    | 119    | 91.5%               | 130    | 0      | 0%                  | 130    | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.16                  | Hectares (ha) of gully land reclaimed as a result of check dams and gully rehabilitation structures            | 44     | 25.72  | 58.5%               | 44     | 0      | 0%                  | 44     | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.139                 | Kilometres (km) of feeder roads maintained   | 86     | 72     | 83.7%               | 86     | 0      | 0%                  | 86     | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.38                  | Kilometres (km) of feeder roads rehabilitated  | 191    | 344.5  | 180.4%              | 191    | 0      | 0%                  | 191    | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained   | D.1.33                  | Kilometres (km) of live fencing created  | 321.84 | 108.88 | 33.8%               | 321.84 | 0      | 0%                  | 321.84 | 0      | 0%                  |

|    |          |  |                         |   | 2019        |             |                     | 2020        |        |                     | 2021        |        |                     |
|----|----------|--|-------------------------|---|-------------|-------------|---------------------|-------------|--------|---------------------|-------------|--------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target      | Actual      | Percentage achieved | Target      | Actual | Percentage achieved | Target      | Actual | Percentage achieved |
|    |          | by targeted households and communities, by type and unit of measure  |                         |   |             |             |                     |             |        |                     |             |        |                     |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.110                 | Linear meters (m) of flood protection dikes constructed                                     | 2,850       | 1,760       | 61.8%               | 2,850       | 0      | 0%                  | 2,850       | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.55                  | Number of community gardens established   | 41          | 109         | 265.9%              | 41          | 0      | 0%                  | 41          | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.123                 | Number of community water ponds for irrigation/livestock use constructed (3,000–8,000 cbmt) | 20          | 9           | 45.0%               | 20          | 0      | 0%                  | 20          | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.65                  | Number of family gardens established  | 14,803      | 12,662      | 85.5%               | 14,803      | 0      | 0%                  | 14,803      | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.73                  | Number of fuel-efficient stoves distributed   | 6,699       | 9,639       | 143.9%              | 6,699       | 0      | 0%                  | 6,699       | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.98                  | Number of tree seedlings produced/provided  | 2.1 million | 1.6 million | 76.7%               | 2.1 million | 0      | 0%                  | 2.1 million | 0      | 0%                  |

|    |          |  |                         |   | 2019   |        |                     | 2020   |        |                     | 2021   |        |                     |
|----|----------|--|-------------------------|---|--------|--------|---------------------|--------|--------|---------------------|--------|--------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure   | D.1.136                 | Number of wells or shallow wells built for domestic use   | 105    | 139    | 132.4%              | 105    | 0      | 0%                  | 105    | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure   | D.1.108                 | Volume (m <sup>3</sup> ) of check dams and gully rehabilitation structures (e.g. soil sedimentation dams) constructed | 15,741 | 7,701  | 48.9%               | 15,741 | 0      | 0%                  | 15,741 | 0      | 0%                  |
| 1  | 1        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure   | D.1.116                 | Volume (m <sup>3</sup> ) of water harvesting systems constructed  | 115    | 3,698  | 3,215.7%            | 115    | 0      | 0%                  | 115    | 0      | 0%                  |
| 1  | 1        | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)                   | C.5*.1                  | Number of technical assistance activities provided  | 6      | 6      | 100%                | 6      | 6      | 100%                | 6      | 4      | 66.7%               |
| 1  | 1        | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) | C.4*.1                  | Number of government/national partner staff receiving technical assistance and training                               | 1,500  | 2,102  | 140.1%              | 1,500  | 804    | 53.6%               | 1,500  | 456    | 30.4%               |
| 2  | 2        | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)                   | C.5*.1                  | Number of technical assistance activities provided  | 60     | 60     | 100%                | 60     | 60     | 100%                | 60     | 37     | 61.7%               |

|    |          |  |                         |   | 2019   |        |                     | 2020   |        |                     | 2021   |        |                     |
|----|----------|--|-------------------------|---|--------|--------|---------------------|--------|--------|---------------------|--------|--------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved |
| 2  | 3        | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) | C.5*.2                  | Number of training sessions/workshop organized                                | 6      | 6      | 100%                | 6      | 0      | 0%                  | 6      | 5      | 83.3%               |
| 2  | 3        | Number of institutional sites assisted   | A.6.4                   | Number of classrooms constructed  | 20     | 16     | 80%                 | 20     | 4      | 20%                 | 20     | 0      | 0%                  |
| 2  | 3        | Number of institutional sites assisted   | A.6.9                   | Number of fuel or energy-efficient stoves distributed in WFP-assisted schools | 140    | 140    | 100%                | 140    | 0      | 0%                  | 140    | 18     | 12.9%               |
| 2  | 3        | Number of institutional sites assisted   | A.6.MGD2.2.1            | Number of individuals (female) trained in safe food preparation and storage   | 0      | 0      |                     | 1,057  | 528    | 50%                 | 1,100  | 300    | 27.3%               |
| 2  | 3        | Number of institutional sites assisted   | A.6.MGD2.2              | Number of individuals (male) trained in safe food preparation and storage     | 0      | 0      |                     | 975    | 488    | 50.1%               | 1,000  | 191    | 19.1%               |
| 2  | 3        | Number of institutional sites assisted   | A.6.MGD1.3.4            | Number of kitchens or cook areas rehabilitated or constructed                 | n/a    | n/a    | n/a                 | 0      | 15     |                     | n/a    | n/a    | n/a                 |
| 2  | 3        | Number of institutional sites assisted   | A.6.12                  | Number of kitchens or food storage rooms rehabilitated or constructed         | 0      | 0      |                     | 34     | 15     | 44.1%               | 34     | 23     | 67.6%               |
| 2  | 3        | Number of institutional sites assisted   | A.6.19                  | Number of pre-schools assisted by WFP   | 140    | 140    | 100%                | 140    | 0      | 0%                  | 140    | 0      | 0%                  |
| 2  | 3        | Number of institutional sites assisted   | A.6.20                  | Number of primary schools assisted by WFP                                     | 909    | 909    | 100%                | 909    | 452    | 49.7%               | 909    | 452    | 49.7%               |

|    |          |  |                         |  | 2019    |         |                     | 2020    |        |                     | 2021    |         |                     |
|----|----------|--|-------------------------|--|---------|---------|---------------------|---------|--------|---------------------|---------|---------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator   | Target  | Actual  | Percentage achieved | Target  | Actual | Percentage achieved | Target  | Actual  | Percentage achieved |
| 2  | 3        | Number of institutional sites assisted   | A.6.24                  | Number of schools supported through home-grown school feeding model                        | 0       | 0       |                     | 180     | 180    | 100%                | 180     | 252     | 140%                |
| 2  | 3        | Number of institutional sites assisted   | A.6.28                  | Number of WFP-assisted schools benefiting from complementary micronutrient supplementation | 0       | 0       |                     | 0       | 0      |                     | 167     | 167     | 100%                |
| 2  | 3        | Number of institutional sites assisted   | A.6.50                  | Number of WFP-assisted schools supported with government deworming tablets                 | 0       | 0       |                     | 0       | 0      |                     | 452     | 304     | 67.3%               |
| 2  | 3        | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) | C.4*.1                  | Number of government/national partner staff receiving technical assistance and training    | 1,362   | 1,362   | 100%                | 1,362   | 0      | 0%                  | 1,362   | 625     | 45.9%               |
| 2  | 3        | Quantity of non-food items distributed   | A.5.3                   | Number of buckets (20 litres) distributed  | 1,062   | 1,062   | 100%                | 1,062   | 2,072  | 195.1%              | 1,062   | 1,519   | 143%                |
| 2  | 3        | Quantity of non-food items distributed   | A.5.44                  | Number of hygiene kits distributed   | 0       | 0       |                     | 0       | 5,240  |                     | 38,000  | 5,240   | 13.8%               |
| 2  | 3        | Quantity of non-food items distributed   | A.5.32                  | Number of hygiene kits distributed (soap)  | 0       | 0       |                     | 0       | 36,680 |                     | 1,500   | 36,680  | 2445.3%             |
| 2  | 3        | Quantity of non-food items distributed   | A.5.MGD1.1.2            | Number of textbooks and other teaching and learning materials provided                     | 4,448   | 4,448   | 100%                | 4,448   | 500    | 11.2%               | 4,448   | 0       | 0%                  |
| 2  | 3        | Quantity of non-food items distributed   | A.5.19                  | Number of kitchen utensils distributed (plates, spoons, cooking pots, etc.)                | 227,455 | 227,455 | 100%                | 227,455 | 0      | 0%                  | 227,455 | 119,248 | 52.4%               |



|    |          |  |                         |   | 2019    |        |                     | 2020    |         |                     | 2021    |         |                     |
|----|----------|--|-------------------------|---|---------|--------|---------------------|---------|---------|---------------------|---------|---------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target  | Actual | Percentage achieved | Target  | Actual  | Percentage achieved | Target  | Actual  | Percentage achieved |
| 2  | 3        | Quantity of non-food items distributed   | A.5.21                  | Number of stationary items distributed  | 395     | 395    | 100%                | 395     | 904     | 228.9%              | 395     | 4,113   | 1,041.3%            |
| 2  | 3        | Quantity of non-food items distributed   | A.5.23                  | Number of weighing scales distributed   | 80      | 80     | 100%                | 80      | 0       |                     | 80      | 0       | 0%                  |
| 2  | 3        | Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers                 | A.1.21                  | Number of participants in beneficiary training sessions (livelihood-support/agriculture& farming/IGA) | n/a     | n/a    | n/a                 | n/a     | n/a     | n/a                 | 0       | 3,970   |                     |
| 2  | 3        | Quantity of non-food items distributed   | A.5.13                  | Quantity of agricultural inputs (seeds, fertilizer) distributed                                       | n/a     | n/a    | n/a                 | n/a     | n/a     | n/a                 | 0       | 910     |                     |
| 3  | 4        | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) | C.5*.1                  | Number of technical assistance activities provided  | 9       | 10     | 111.1%              | 10      | 10      | 100%                | 10      | 10      | 100%                |
| 3  | 4        | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) | C.5*.2                  | Number of training sessions/workshops organized   | 7       | 7      | 100%                | 7       | 9       | 128.6%              | 7       | 9       | 128.6%              |
| 3  | 4        | Number of people reached through interpersonal SBCC approaches   | E*.4.2                  | Number of people reached through interpersonal SBCC approaches (female)                               | 100,472 | 94,738 | 94.3%               | 100,472 | 140,031 | 139.4%              | 100,472 | 208,926 | 207.9%              |
| 3  | 4        | Number of people reached through interpersonal SBCC approaches   | E*.4.1                  | Number of people reached through interpersonal SBCC approaches (male)                                 | 100,472 | 91,022 | 90.6%               | 100,472 | 124,494 | 123.9%              | 100,472 | 125,284 | 124.7%              |

|    |          |  |                         |   | 2019    |         |                     | 2020    |         |                     | 2021    |         |                     |
|----|----------|--|-------------------------|---|---------|---------|---------------------|---------|---------|---------------------|---------|---------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target  | Actual  | Percentage achieved | Target  | Actual  | Percentage achieved | Target  | Actual  | Percentage achieved |
| 3  | 4        | Number of people reached through SBCC approaches using media   | E*.5.2                  | Number of people reached through SBCC approaches using mid-sized media (i.e. community radio)                       | 258,233 | 279,233 | 108.1%              | 258,233 | 4E+06   | 1,456%              | 258,233 | 659,638 | 255.4%              |
| 3  | 4        | Number of people reached through SBCC approaches using media   | E*.5.3                  | Number of people reached through SBCC approaches using traditional media (i.e. songs, theatre)                      | 354,608 | 242,080 | 68.3%               | 354,608 | 498,813 | 140.7%              | 354,608 | 497,829 | 140.4%              |
| 3  | 4        | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new) | C.6*.1                  | Number of tools or products developed   | 4       | 4       | 100%                | 5       | 5       | 100%                | 5       | 4       | 80%                 |
| 4  | 5        | Number of people benefiting from insurance pay-outs of risk transfer mechanisms supported by WFP   | G.11.2                  | Number of people benefiting from pay-outs of micro-insurance schemes (premium paid with Value Voucher for Services) | 9       | 10      | 111.1%              | 0       | 80,302  |                     | 317,250 | 252,400 | 79.6%               |
| 4  | 5        | Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks   | G.9.2                   | Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks (female)   | 9       | 10      | 111.1%              | 0       | 65,322  |                     | 67,500  | 0       | 0%                  |
| 4  | 5        | Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks   | G.9.1                   | Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks (male)     | 0       | 0       | 0%                  | 0       | 62,757  |                     | 63,000  | 0       | 0%                  |

|    |          |  |                         |  | 2019   |        |                     | 2020    |           |                     | 2021    |         |                     |
|----|----------|--|-------------------------|--|--------|--------|---------------------|---------|-----------|---------------------|---------|---------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator   | Target | Actual | Percentage achieved | Target  | Actual    | Percentage achieved | Target  | Actual  | Percentage achieved |
| 4  | 5        | Number of people covered by an insurance product through risk transfer mechanisms supported by WFP | G.1.10                  | Total number of people covered by micro-insurance schemes (premium paid with Value Voucher for Services)                             | 10,963 | 0      | 0%                  | 178,497 | 170,510   | 95.5%               | 180,000 | 302,742 | 168.2%              |
| 4  | 5        | Number of people provided with direct access to energy products or services                        | D.2*.11                 | Total number of people provided with direct access to energy products or services (communication and lighting)                       | 0      | 0      | 0%                  | 575     | 575       | 100%                | 600     | 4,154   | 692.3%              |
| 4  | 5        | Number of people provided with direct access to energy products or services                        | D.2*.10                 | Total number of people provided with direct access to energy products or services (cooking)  | 0      | 0      | 0%                  | 1E+06   | 1E+06     | 100%                | 1E+06   | 1E+06   | 106.7%              |
| 4  | 5        | Number of people provided with direct access to information on climate and weather risks           | G.8*.4                  | Number of people provided with direct access to information on climate and weather risks through face-to-face communication channels | 0      | 0      | 0%                  | 9,800   | 12,426    | 126.8%              | 9,800   | 15,580  | 159%                |
| 4  | 5        | Number of people provided with direct access to information on climate and weather risks           | G.8*.3                  | Number of people provided with direct access to information on climate and weather risks through mobile phones and/or SMS services   | 0      | 0      | 0%                  | 40,000  | 33,650    | 84.1%               | 40,000  | 84,200  | 210.5%              |
| 4  | 5        | Number of people provided with direct access to information on climate and weather risks           | G.8*.5                  | Number of people provided with direct access to information on climate and weather risks through radio programmes                    | 0      | 0      | 0%                  | 28,980  | 1,009,115 | 3,482.1%            | 29,000  | 820,000 | 2,827.6%            |

|    |          |  |                         |  | 2019   |        |                     | 2020   |         |                     | 2021    |        |                     |
|----|----------|--|-------------------------|--|--------|--------|---------------------|--------|---------|---------------------|---------|--------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator   | Target | Actual | Percentage achieved | Target | Actual  | Percentage achieved | Target  | Actual | Percentage achieved |
| 4  | 5        | Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action | G.7.2                   | Number of Anticipatory Action SOPs developed or reviewed through WFP's support   | 0      | 0      | 0%                  | 0      | 1       |                     | 1       | 1      | 100%                |
| 4  | 5        | Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action | G.7.1                   | Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action   | 0      | 0      | 0%                  | 0      | 100     |                     | 100     | 100    | 100%                |
| 4  | 5        | Total sum insured through risk management interventions  | G.3.3                   | Total sum insured through micro-insurance schemes (premium paid with Value Voucher for Services)   | 0      | 0      | 0%                  | 0      | 6E+06   |                     | 6E+06   | 2E+07  | 319%                |
| 4  | 5        | Total USD value disbursed as pay-outs of risk transfer mechanisms supported by WFP                                 | G.12.2                  | Total USD value disbursed as pay-outs of micro-insurance schemes (premium paid with Value Voucher for Services)  | 0      | 0      | 0%                  | 0      | 148,101 |                     | 724,172 | 2E+06  | 244.6%              |
| 4  | 5        | Total USD value of premiums paid under risk transfer mechanisms supported by WFP                                   | G.2*.2                  | Total USD value of premiums paid under micro-insurance schemes (premium paid with Value Voucher for Services)  | 0      | 0      | 0%                  | 0      | 724,172 |                     | 800,000 | 1E+06  | 144.7%              |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.4                   | Hectares (ha) of agricultural land benefiting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc.) | 36     | 2      | 5.6%                | 36     | 14.8    | 41.1%               | 36      | 13     | 36.1%               |

|    |          |  |                         |   | 2019   |        |                     | 2020   |        |                     | 2021   |        |                     |
|----|----------|--|-------------------------|---|--------|--------|---------------------|--------|--------|---------------------|--------|--------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.5                   | Hectares (ha) of agricultural land benefiting from rehabilitated irrigation schemes (including irrigation canal repair, specific protection measures, embankments, etc.)                      | 24     | 29.4   | 122.5%              | 24     | 7      | 29.2%               | 24     | 0      | 0%                  |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.7                   | Hectares (ha) of community woodlots   | 768.3  | 261.24 | 34.0%               | 768.3  | 70.52  | 9.2%                | 768.3  | 18.8   | 2.4%                |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.11                  | Hectares (ha) of degraded hillsides and marginal areas rehabilitated with physical and biological soil and water conservation measures, planted with trees and protected (e.g. closure, etc.) | n/a    | n/a    | n/a                 | n/a    | n/a    | n/a                 | 0      | 0      |                     |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.16                  | Hectares (ha) of gully land reclaimed as a result of check dams and gully rehabilitation structures   | 0      | 0      |                     | 0      | 0      |                     | 167    | 2      | 1.2%                |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.159                 | Hectares (ha) of land brought under plantation  | 2,225  | 2,225  | 100%                | 2,225  | 12     | 0.5%                | 2,225  | 0      | 0%                  |

|    |          |  |                         |   | 2019   |        |                     | 2020   |        |                     | 2021   |         |                     |
|----|----------|--|-------------------------|---|--------|--------|---------------------|--------|--------|---------------------|--------|---------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved | Target | Actual  | Percentage achieved |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.15                  | Hectares (ha) of land under orchards established          | n/a    | n/a    | n/a                 | n/a    | n/a    | n/a                 | 0      | 0       |                     |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.39                  | Kilometres (km) of gullies reclaimed                      | 177.3  | 61.62  | 34.8%               | 177.1  | 1.73   | 1.0%                | 177.1  | 2,418.3 | 1,365.5%            |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.42                  | Kilometres (km) of irrigation canals constructed          | 1.85   | 0.2    | 10.8%               | 1.85   | 2.17   | 117.3%              | 1.85   | 0.4     | 21.6%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.119                 | Kilometres (km) of irrigation canals rehabilitated        | 5.25   | 0      | 0%                  | 5.25   | 0.1    | 1.9%                | 5.25   | 0       | 0%                  |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.110                 | Linear meters (m) of flood protection dikes constructed   | 2,300  | 253    | 11.0%               | 2,300  | 0      | 0.0%                | 2,300  | 318     | 13.8%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.152                 | Linear meters (m) of flood protection dikes rehabilitated | 0      | 0      | 0%                  | 0      | 0      | 0%                  | 2E+06  | 1E+06   | 87.3%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.157                 | Number of animal shelters constructed                     | 772    | 773    | 100.1%              | 772    | 0      | 0%                  | 772    | 97      | 12.6%               |

|    |          |  |                         |  | 2019    |         |                     | 2020    |        |                     | 2021    |        |                     |
|----|----------|--|-------------------------|--|---------|---------|---------------------|---------|--------|---------------------|---------|--------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator                                       | Target  | Actual  | Percentage achieved | Target  | Actual | Percentage achieved | Target  | Actual | Percentage achieved |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.122                 | Number of boreholes for agriculture or livestock created | 6       | 6       | 100%                | 6       | 0      | 0%                  | 6       | 0      | 0%                  |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.55                  | Number of community gardens established                  | 360     | 439     | 121.9%              | 360     | 851    | 236.4%              | 360     | 401    | 111.4%              |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.65                  | Number of family gardens established                     | 109,611 | 128,067 | 116.8%              | 109,611 | 47,906 | 43.7%               | 109,611 | 40,914 | 37.3%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.138                 | Number of fish fingerlings distributed                   | 28,000  | 0       | 0%                  | 28,000  | 0      | 0%                  | 28,000  | 0      | 0%                  |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.67                  | Number of fish ponds constructed                         | 7       | 0       | 0%                  | 7       | 2      | 28.6%               | 7       | 2      | 28.6%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.73                  | Number of fuel-efficient stoves distributed              | 6,699   | 0       | 0%                  | 6,699   | 30,172 | 450.4%              | 6,699   | 44,292 | 661.2%              |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.163                 | Number of hand washing facilities created                | 0       | 0       |                     | 0       | 0      |                     | 10,000  | 7,922  | 79.2%               |

|    |          |  |                         |   | 2019    |         |                     | 2020    |        |                     | 2021    |         |                     |
|----|----------|--|-------------------------|---|---------|---------|---------------------|---------|--------|---------------------|---------|---------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator  | Target  | Actual  | Percentage achieved | Target  | Actual | Percentage achieved | Target  | Actual  | Percentage achieved |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.70                  | Number of hives distributed   | 1,203   | 968     | 80.5%               | 1,203   | 100    | 8.3%                | 1,203   | 241     | 20%                 |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.77                  | Number of latrines constructed  | 0       | 0       |                     | 0       | 0      |                     | 10,000  | 8,102   | 81.0%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.90                  | Number of roof catchments constructed   | n/a     | n/a     | n/a                 | n/a     | n/a    | n/a                 | 0       | 0       |                     |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.98                  | Number of tree seedlings produced/provided  | 6E+06   | 7E+06   | 123.9%              | 6E+06   | 7E+06  | 130.1%              | 6E+06   | 5E+06   | 95.4%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.85                  | Square metres (m <sup>2</sup> ) of new nurseries established  | 0       | 0       |                     | 0       | 0      |                     | 50,000  | 47,200  | 94.4%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.108                 | Volume (m <sup>3</sup> ) of check dams and gully rehabilitation structures (e.g. soil sedimentation dams) constructed | 526,768 | 455,047 | 86.4%               | 526,768 | 79,134 | 15.0%               | 526,768 | 445,017 | 84.5%               |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.107                 | Volume (m <sup>3</sup> ) of compost produced/prepared   | 0       | 0       | 0%                  | 0       | 0      | 0%                  | 200,000 | 160,890 | 80.4%               |



|    |          |  |                         |  | 2019   |        |                     | 2020   |        |                     | 2021   |        |                     |
|----|----------|--|-------------------------|--|--------|--------|---------------------|--------|--------|---------------------|--------|--------|---------------------|
| SO | Activity | Output indicator   | Detailed indicator code | Detailed indicator   | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved |
| 4  | 5        | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure | D.1.116                 | Volume (m <sup>3</sup> ) of water harvesting systems constructed               | 0      | 0      | 0%                  | 0      | 0      | 0%                  | 50,000 | 32,057 | 64.1%               |
| 4  | 5        | Number of people covered by an insurance product through risk transfer mechanisms supported by WFP                 | G.1.5                   | Number of people insured through micro-insurance schemes (female)              | 0      | 26,928 |                     | n/a    | n/a    | n/a                 | n/a    | n/a    |                     |
| 4  | 5        | Number of people covered by an insurance product through risk transfer mechanisms supported by WFP                 | G.1.6                   | Number of people insured through micro-insurance schemes (male)                | 0      | 10,963 |                     | n/a    | n/a    | n/a                 | n/a    | n/a    |                     |
| 4  | 5        | Number of smallholder farmers supported/trained  | F.1.53                  | Number of smallholder farmers supported by WFP                                 | 56,706 | 42,503 | 75%                 | 56,706 | 5,990  | 10.6%               | 56,706 | 28,440 | 50.2%               |
| 6  | 7        | Number of complementary services provided by type and by organization  | H.12.2                  | Number of partner organizations participating in the cluster system nationally | 15     | 31     | 206.7%              | 10     | 41     | 410%                | 10     | 44     | 440%                |
| 6  | 7        | Number of shared services provided, by type  | H.1.10                  | Number of agencies and organizations using coordination and logistics services | 0      | 0      | 0%                  | 0      | 0      | 0%                  | 45     | 44     | 97.8%               |
| 6  | 7        | Number of shared services provided, by type  | H.1.125                 | Percentage of logistics service requests fulfilled                             | 0      | 0      | 0%                  | 0      | 0      | 0%                  | 100    | 100    | 100%                |
| 6  | 7        | Number of shared services provided, by type  | H.1.128                 | Tonnage of light cargo transported monthly                                     | 1,000  | 1,310  | 131%                | 500    | 2,430  | 486%                | 500    | 0      | 0%                  |
| 6  | 7        | Number of shared services provided, by type  | H.1.129                 | Total storage space made available (m <sup>2</sup> )                           | 0      | 0      |                     | 0      | 0      |                     | 2,200  | 2,333  | 116.5%              |

|    |          |   |                         |   | 2019   |        |                     | 2020   |        |                     | 2021   |        |                     |
|----|----------|---|-------------------------|---|--------|--------|---------------------|--------|--------|---------------------|--------|--------|---------------------|
| SO | Activity | Output indicator                            | Detailed indicator code | Detailed indicator  | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved | Target | Actual | Percentage achieved |
| 6  | 7        | Number of shared services provided, by type | H.1.131                 | Transport capacity made available (m <sup>3</sup> )                         | 500    | 1,761  | 352.2%              | 0      | 0      |                     | 0      | 7104   |                     |
| 6  | 8        | Number of shared services provided, by type | H.1.14                  | Number of agencies and organizations using storage and transport facilities | 5      | 3      | 60%                 | 4      | 14     | 350%                | 3      | 3      | 100%                |

Source: CM-R-008 Output Indicators Malawi, 2019; CM-R-008 Output Indicators Malawi, 2020; CM-R-008 Output Indicators Malawi, 2021; and CM-R-008 Output Indicators Malawi, 2022 (targets).

**Table 13 CSP outcome indicators by target group, modality and gender**

| Outcome indicator  | Target group                     | Modality   | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|----------------------------------|------------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |                                  |            | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| <b>Strategic Outcome 1</b>   |                                  |            |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 1.1.1 Food Consumption Score – percentage of households with Acceptable Food Consumption Score | Floods affected population       | Cash, Food | 63%      | 53%    | 60%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 70%                      | 70%    | 70%     |
|  | Floods recovery populations      | Cash       | 54%      | 42%    | 50%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 70%                      | 70%    | 70%     |
|  | Floods recovery populations      | Cash, Food | 54%      | 42%    | 50%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 70%                      | 70%    | 70%     |
|  | Lean season affected populations |            | 42%      | 36%    | 40%     | 67%                    | 59%    | 64%     | 55%                    | 48%    | 52%     | 62%                    | 57%    | 60%     | 70%                      | 70%    | 70%     |
|  | Refugees                         |            | 65.9%    | 62%    | 63.9%   | 55%                    | 68%    | 60%     | 51%                    | 37%    | 47%     | 56%                    | 51%    | 54%     | 70%                      | 70%    | 70%     |
| 1.1.1 Food Consumption Score – percentage of households with Borderline Food Consumption Score | Floods affected population       | Cash, Food | 29%      | 34%    | 30%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 25%                      | 25%    | 25%     |
|  | Floods recovery populations      | Cash       | 39%      | 47%    | 41%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 25%                      | 25%    | 25%     |
|  | Floods recovery populations      | Cash, Food | 39%      | 47%    | 41%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 25%                      | 25%    | 25%     |
|  | Lean season affected populations |            | 39%      | 41%    | 40%     | 29%                    | 36%    | 31%     | 34%                    | 31%    | 33%     | 32%                    | 34%    | 33%     | 25%                      | 25%    | 25%     |
|  | Refugees                         |            | 28.7%    | 28.4%  | 28.5%   | 39%                    | 29%    | 35%     | 45%                    | 58%    | 48%     | 35%                    | 36%    | 35%     | 25%                      | 25%    | 25%     |
| 1.1.1 Food Consumption Score –   | Floods affected population       | Cash, Food | 8%       | 13%    | 10%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 5%                       | 5%     | 5%      |

| Outcome indicator   | Target group                                   | Modality   | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|---|--|------------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|   |  |            | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| percentage of households with Poor Food Consumption Score                                   | Floods recovery populations                    | Cash       | 7%       | 11%    | 8%      | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 5%                       | 5%     | 5%      |
|   | Floods recovery populations                    | Cash, Food | 7%       | 11%    | 8%      | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 5%                       | 5%     | 5%      |
|   | Lean season affected populations               |            | 19%      | 23%    | 20%     | 4%                     | 6%     | 5%      | 11%                    | 21%    | 16%     | 6%                     | 9%     | 7%      | 5%                       | 5%     | 5%      |
|   | Refugees                                       |            | 5.4%     | 9.6%   | 7.6%    | 6%                     | 3%     | 5%      | 4%                     | 6%     | 5%      | 9%                     | 13%    | 11%     | 5%                       | 5%     | 5%      |
| 1.1.2.1 Consumption-based Coping Strategy Index (percentage of households with reduced CSI) | Floods affected populations                    | Cash, Food | 15.8%    | 17.8%  | 16.5%   | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 10%                      | 10%    | 10%     |
|   | Floods recovery populations                    | Cash       | 23%      | 28%    | 25%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 10%                      | 10%    | 10%     |
|   | Floods recovery populations                    | Cash, Food | 18%      | 20%    | 19%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 10%                      | 10%    | 10%     |
|   | Lean season affected populations               |            | 22%      | 25%    | 23%     | 11%                    | 14%    | 12%     | 17.53%                 | 18.83% | 18.1%   | 10.5%                  | 11.6%  | 11%     | 10%                      | 10%    | 10%     |
|   | Refugees                                       |            | 15.2%    | 15.2%  | 15.2%   | 17.43%                 | 17.6%  | 17.5%   | 14.9%                  | 16.4%  | 15.2%   | 18.9%                  | 20.7%  | 19.6%   | 10%                      | 10%    | 10%     |
| 1.1.22 MAM treatment recovery rate  | Pregnant and lactating women, children, HIV/TB | Food       | 90.3%    | 90.4%  | 90.4%   | 88.9%                  | 88.9%  | 88.9%   | 84.5%                  | 84.5%  | 84.5%   | n.d.                   | n.d.   | n.d.    | 75%                      | 75%    | 75%     |
| 1.1.23 MAM treatment mortality rate   | Pregnant and lactating women,                  | Food       | 0.61%    | 0.61%  | 0.61%   | 0.26%                  | 0.26%  | 0.26%   | 0.5%                   | 0.5%   | 0.5%    | n.d.                   | n.d.   | n.d.    | 3%                       | 3%     | 3%      |

| Outcome indicator  | Target group                                   | Modality   | Baseline          |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--|------------|-------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |  |            | Male              | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
|  | children, HIV/TB                               |            |                   |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 1.1.24 MAM treatment non-response rate   | Pregnant and lactating women, children, HIV/TB | Food       | 2.87%             | 2.87%  | 2.87%   | 4.4%                   | 4.4%   | 4.4%    | 3.3%                   | 3.3%   | 3.3%    | n.d.                   | n.d.   | n.d.    | 15%                      | 15%    | 15%     |
| 1.1.25 MAM treatment default rate  | Pregnant and lactating women, children, HIV/TB | Food       | 6.2%              | 6.2%   | 6.2%    | 6.4%                   | 6.4%   | 6.4%    | 11.7%                  | 11.7%  | 11.7%   | n.d.                   | n.d.   | n.d.    | 15%                      | 15%    | 15%     |
| 1.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base | Floods recovery populations                    |            | n.d.              | n.d.   | 0%      | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                     | n.d.   | 70%     |
| 1.1.5 Minimum Dietary Diversity - women  | Floods recovery population                     | Cash       | n/a <sup>17</sup> | n/a    | 26      | n/a                    | n/a    | n.d.    | n/a                    | n/a    | n.d.    | n/a                    | n/a    | n.d.    | n/a                      | n/a    | 50      |
|  | Floods recovery population                     | Cash, Food | n/a               | n/a    | 26      | n/a                    | n/a    | n.d.    | n/a                    | n/a    | n.d.    | n/a                    | n/a    | n.d.    | n/a                      | n/a    | 50      |

<sup>17</sup> 'Not applicable' is used under the 'male' and 'female' columns for indicators that are either already gender-specific (e.g. 1.1.5 Minimum Dietary Diversity - women), or for which gender-disaggregated data are not relevant (e.g. 1.3.22 Hand-over strategy developed and implemented).

| Outcome indicator  | Target group                     | Modality   | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|----------------------------------|------------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |                                  |            | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
|  | Lean season affected populations |            | n/a      | n/a    | 26      | n/a                    | n/a    | n.d.    | n/a                    | n/a    | n.d.    | n/a                    | n/a    | 28      | n/a                      | n/a    | 50      |
|  | Refugees                         |            | n/a      | n/a    | 26      | n/a                    | n/a    | n.d.    | n/a                    | n/a    | 21      | n/a                    | n/a    | 24      | n/a                      | n/a    | 50      |
| 1.1.60<br>Economic capacity to meet essential needs (new)                                | Lean season affected populations |            | 14%      | 8%     | 11%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 15%                    | 10%    | 13%     | n.d.                     | n.d.   | n.d.    |
|  | Refugees                         |            | 29%      | 17%    | 27%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 49%                    | 40%    | 45%     | 40%                      | 40%    | 40%     |
| 1.1.7<br>Proportion of children 6–23 months of age who receive a Minimum Acceptable Diet | Floods recovery populations      | Cash       | 3.5%     | 3.5%   | 3.5%    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 70%                      | 70%    | 70%     |
|  | Floods recovery populations      | Cash, Food | 3.5%     | 3.5%   | 3.5%    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 70%                      | 70%    | 70%     |
|  | Lean season affected populations |            | 4%       | 4%     | 4%      | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 6.1%                   | 6.1%   | 6.1%    | 70%                      | 70%    | 70%     |
|  | Refugees                         |            | 3.5%     | 3.5%   | 3.5%    | n.d.                   | n.d.   | n.d.    | 12.5%                  | 12.5%  | 12.5%   | 3.9%                   | 3.9%   | 3.9%    | 70%                      | 70%    | 70%     |
| <b>Strategic Outcome 2</b>   |                                  |            |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 1.3.15<br>Enrolment rate   | Students                         |            | 3%       | 3%     | 3%      | 6.1%                   | 6.1%   | 6.1%    | 1.6%                   | 2.7%   | 2.1%    | 0.2%                   | -2.2%  | -1%     | 3%                       | 3%     | 3%      |
| 1.3.16<br>Attendance rate (new)  | Students                         |            | 91.9%    | 91.5%  | 91.7%   | 93.69%                 | 93.99% | 93.84%  | 85.9%                  | 85.7%  | 85.8%   | 76.4%                  | 77.3%  | 76.9%   | 91.9%                    | 91.5%  | 91.7%   |
| 1.3.2<br>Emergency Preparedness Capacity Index   |                                  |            | n.d.     | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                     | n.d.   | n.d.    |

| Outcome indicator   | Target group          | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|---|-----------------------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|   |                       |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| 1.3.22 Hand-over strategy developed and implemented (1=not achieved; 2=partially achieved; 3=achieved)  | Government            |          | n/a      | n/a    | 0       | n/a                    | n/a    | 1       | n/a                    | n/a    | 1       | n/a                    | n/a    | 1       | n.d.                     | n.d.   | 3       |
| 1.3.30 Number of school administrators and officials in target schools who demonstrate use of new techniques or tools                                     | School administrators |          | n/a      | n/a    | 0       | n/a                    | n/a    | 0       | n/a                    | n/a    | 0       | n/a                    | n/a    | 0       | n.d.                     | n.d.   | 0       |
| 1.3.34 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new) | Government            |          | n/a      | n/a    | 4       | n/a                    | n/a    | 4       | n/a                    | n/a    | 2       | n/a                    | n/a    | 0       | n/a                      | n/a    | 4       |

| Outcome indicator  | Target group | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--------------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |              |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| 1.3.39 SABER School Feeding National Capacity (new)  | Institutions |          | n/a      | n/a    | 1       | n/a                    | n/a    | 1       | n/a                    | n/a    | 1       | n/a                    | n/a    | 1       | n/a                      | n/a    | 4       |
| 1.3.40 Retention rate/drop-out rate (new)  | Students     |          | 4.84%    | 5.62%  | 5.23%   | 5.4%                   | 5.4%   | 5.4%    | 5.6%                   | 6.4%   | 6%      | 5.1%                   | 5.7%   | 5.4%    | 4.84%                    | 5.62%  | 5.23%   |
| <b>Strategic Outcome 3</b>   |              |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 2.1.1 Proportion of eligible population that participates in programme (coverage)                          | Children     |          | 58%      | 58%    | 58%     | 82%                    | 82%    | 82%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 70%                      | 70%    | 70%     |
| 2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence) | Children     |          | 73%      | 73%    | 73%     | 90%                    | 90%    | 90%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 66%                      | 66%    | 66%     |
| 2.1.3 Proportion of children 6–23 months of age who receive a Minimum                                      | Children     |          | 15.1%    | 15.1%  | 15.1%   | 18%                    | 18%    | 18%     | 14.1%                  | 14.1%  | 14.1%   | 22%                    | 22%    | 22%     | 70%                      | 70%    | 70%     |



| Outcome indicator  | Target group                                     | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |  |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| Acceptable Diet  |  |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 2.1.5 Minimum Dietary Diversity - women  | Women  |          | n/a      | n/a    | 26      | n/a                    | n/a    | 26      | n/a                    | n/a    | 30.2    | n/a                    | n/a    | 32.2    | n/a                      | n/a    | 50      |
| <b>Strategic Outcome 4</b>   |  |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 4.1.1 Food Consumption Score - percentage of households with Acceptable Food Consumption Score | Smallholder producers and vulnerable populations |          | 58%      | 46%    | 55%     | n.d.                   | n.d.   | n.d.    | 58%                    | 49%    | 56%     | 80%                    | 73%    | 78%     | 70%                      | 70%    | 70%     |
| 4.1.1 Food Consumption Score - percentage of households with Borderline Food Consumption Score | Smallholder producers and vulnerable populations |          | 36%      | 44%    | 39%     | n.d.                   | n.d.   | n.d.    | 34%                    | 38%    | 35%     | 18%                    | 24%    | 20%     | 25%                      | 25%    | 25%     |
| 4.1.1 Food Consumption Score - percentage of households with Poor                              | Smallholder producers and vulnerable populations |          | 5%       | 10%    | 7%      | n.d.                   | n.d.   | n.d.    | 8%                     | 13%    | 9%      | 1%                     | 3%     | 2%      | 5%                       | 5%     | 5%      |

| Outcome indicator  | Target group                                     | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |  |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| Food Consumption Score   |  |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 4.1.15 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems                        | Smallholder producers and vulnerable populations |          | 5%       | 5%     | 5%      | n.d.                   | n.d.   | n.d.    | 5%                     | 5%     | 5%      | n.d.                   | n.d.   | n.d.    | 10%                      | 10%    | 10%     |
| 4.1.16 Percentage of households using weather and climate information for decision making on livelihoods and food security | Smallholder producers and vulnerable populations |          | n.d.     | n.d.   | 65%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 76%     | n.d.                   | n.d.   | 54%     | n.d.                     | n.d.   | 80%     |
| 4.1.21 Rate of smallholder post-harvest losses   | Smallholder producers and vulnerable populations |          | n.d.     | n.d.   | 5%      | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 6%      | n.d.                     | n.d.   | 1%      |
| 4.1.2.2 Consumption-based Coping Strategy Index (average)  | Smallholder producers and vulnerable populations |          | 17.3     | 19.5   | 18      | n.d.                   | n.d.   | n.d.    | 16.9                   | 18.7   | 17.4    | 16.1                   | 17.7   | 16.6    | 10                       | 10     | 10      |

| Outcome indicator  | Target group                                     | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |  |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| 4.1.23 Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts                            | Smallholder producers and vulnerable populations |          | n.d.     | n.d.   | 1%      | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                     | n.d.   | 0%      |
| 4.1.2.4 Livelihood-based Coping Strategy Index (average)   | Smallholder producers and vulnerable populations |          | 44       | 40     | 41      | n.d.                   | n.d.   | n.d.    | 41                     | 35     | 39      | 39                     | 35     | 36      | 60                       | 60     | 60      |
| 4.1.28 Economic capacity to meet essential needs (new)   | Smallholder farmers and vulnerable populations   |          | 0%       | 0%     | 0%      | n.d.%                  | n.d.%  | n.d.%   | 205                    | 12%    | 18%     | 32%                    | 20%    | 29%     | 50%                      | 50%    | 50%     |
| 4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base | Smallholder producers and vulnerable populations |          | n.d.     | n.d.   | 26%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 90%     | n.d.                   | n.d.   | 93%     | n.d.                     | n.d.   | 50%     |
| 4.1.6 Proportion of targeted communities where there is  | Smallholder producers and vulnerable populations |          | n.d.     | n.d.   | 50%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 90%     | n.d.                     | n.d.   | 85%     |

| Outcome indicator  | Target group                                     | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |  |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| evidence of improved capacity to manage climate shocks and risks   |  |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 4.1.7 Minimum Dietary Diversity – women  | Smallholder producers and vulnerable populations |          | n/a      | n/a    | 26      | n/a                    | n/a    | n.d.    | n/a                    | n/a    | 27      | n/a                    | n/a    | 35      | n/a                      | n/a    | 50      |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that consumed heme-iron-rich food daily (in the last 7 days)) | Smallholder producers and vulnerable populations |          | 3%       | 2%     | 3%      | n.d.                   | n.d.   | n.d.    | 4%                     | 4%     | 4%      | 8%                     | 6%     | 7%      | 5%                       | 5%     | 5%      |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that consumed protein-rich food daily (in the last 7 days))   | Smallholder producers and vulnerable populations |          | 23%      | 18%    | 21%     | n.d.                   | n.d.   | n.d.    | 24%                    | 19%    | 23%     | 37%                    | 29%    | 35%     | 25%                      | 25%    | 25%     |

| Outcome indicator  | Target group                                     | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |  |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that consumed vitamin A-rich food daily (in the last 7 days)) | Smallholder producers and vulnerable populations |          | 37%      | 36%    | 37%     | n.d.                   | n.d.   | n.d.    | 61%                    | 60%    | 61%     | 37%                    | 39%    | 38%     | 40%                      | 40%    | 40%     |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that never consumed heme-iron-rich food (in the last 7 days)) | Smallholder producers and vulnerable populations |          | 30%      | 39%    | 33%     | n.d.                   | n.d.   | n.d.    | 25%                    | 29%    | 26%     | 9%                     | 14%    | 10%     | 25%                      | 25%    | 25%     |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that never consumed protein-rich food (in the last 7 days))   | Smallholder producers and vulnerable populations |          | 8%       | 14%    | 10%     | n.d.                   | n.d.   | n.d.    | 10%                    | 14%    | 11%     | 2%                     | 5%     | 3%      | 10%                      | 10%    | 10%     |

| Outcome indicator  | Target group                                     | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |  |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that never consumed vitamin A-rich food (in the last 7 days))     | Smallholder producers and vulnerable populations |          | 3%       | 3%     | 3%      | n.d.                   | n.d.   | n.d.    | 3%                     | 2%     | 2%      | 5%                     | 5%     | 5%      | 2%                       | 2%     | 2%      |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that sometimes consumed heme-iron-rich food (in the last 7 days)) | Smallholder producers and vulnerable populations |          | 67%      | 60%    | 65%     | n.d.                   | n.d.   | n.d.    | 71%                    | 67%    | 70%     | 83%                    | 80%    | 82%     | 70%                      | 70%    | 70%     |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that sometimes consumed protein-rich food (in the last 7 days))   | Smallholder producers and vulnerable populations |          | 69%      | 69%    | 69%     | n.d.                   | n.d.   | n.d.    | 67%                    | 66%    | 66%     | 61%                    | 66%    | 62%     | 75%                      | 75%    | 75%     |

| Outcome indicator   | Target group                                     | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|---|--|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|   |  |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| 4.1.8 Food Consumption Score – nutrition (percentage of households that sometimes consumed vitamin A-rich food (in the last 7 days))                      | Smallholder producers and vulnerable populations |          | 60%      | 61%    | 60%     | n.d.                   | n.d.   | n.d.    | 37%                    | 38%    | 37%     | 58%                    | 57%    | 58%     | 65%                      | 65%    | 65%     |
| 4.1.9 Proportion of children 6–23 months of age who receive a Minimum Acceptable Diet   | Smallholder producers and vulnerable populations |          | 3.5%     | 3.5%   | 3.5%    | n.d.                   | n.d.   | n.d.    | 7.9%                   | 7.9%   | 7.9%    | 4.5%                   | 4.5%   | 4.5%    | 70%                      | 70%    | 70%     |
| <b>Strategic Outcome 5</b>  |  |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 5.1.14 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new) |  |          | n.d.     | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                     | n.d.   | n.d.    |

| Outcome indicator  | Target group | Modality | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End of CSP target (2023) |        |         |
|--|--------------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|--------------------------|--------|---------|
|  |              |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                     | Female | Overall |
| <b>Strategic Outcome 6</b>   |              |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                          |        |         |
| 8.1.4 Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new) |              |          | n.d.     | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                     | n.d.   | n.d.    |

Source: CM-L008b CRF Outcome Indicator Values Malawi.



**Table 14 Detailed cross-cutting indicators by target group and gender**

| Indicator name   | Target group                                     | Modality   | Activity | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End project target (2023) |        |         |
|--|--|------------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|---------------------------|--------|---------|
|  |  |            |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                      | Female | Overall |
| <b>C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences</b> |  |            |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                           |        |         |
| C.1.1 Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)                                 | Floods affected populations                      | Cash, Food | 1        | 54%      | 59%    | 58%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | n.d.    |
|  | Floods recovery populations                      | Cash, Food | 1        | 75%      | 77%    | 75%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 85%                       | 85%    | 85%     |
|  | Lean season affected populations                 |            | 1        | 52%      | 51%    | 51%     | 68%                    | 71%    | 71%     | 51%                    | 51%    | 51%     | 51%                    | 51%    | 51%     | 85%                       | 85%    | 85%     |
|  | Refugees   |            | 1        | 66%      | 57%    | 62%     | 55%                    | 57%    | 56%     | 79%                    | 82%    | 80%     | 79%                    | 82%    | 80%     | 85%                       | 85%    | 85%     |
|  | Smallholder producers and vulnerable populations |            | 1        | 83%      | 83%    | 83%     | n.d.                   | n.d.   | n.d.    | 86%                    | 82%    | 85%     | 86%                    | 82%    | 85%     | 85%                       | 85%    | 85%     |
| C.1.2 Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements                           | Floods affected populations                      |            | 1        | n.d.     | n.d.   | 100%    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 100%    |
|  | Floods recovery populations                      |            | 1        | n.d.     | n.d.   | 100%    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 100%    |
|  | Lean season affected populations                 |            |          | n.d.     | n.d.   | 100%    | n.d.                   | n.d.   | 100%    | n.d.                   | n.d.   | 100%    | n.d.                   | n.d.   | 100%    | n.d.                      | n.d.   | 100%    |
|  | Refugees   |            | 1        | n.d.     | n.d.   | 100%    | n.d.                   | n.d.   | 100%    | n.d.                   | n.d.   | 100%    | n.d.                   | n.d.   | 100%    | n.d.                      | n.d.   | 100%    |
|  | Smallholder producers and                        |            | 5        | n.d.     | n.d.   | 100%    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 100%    | n.d.                   | n.d.   | 100%    | n.d.                      | n.d.   | 100%    |

| Indicator name  | Target group                                     | Modality   | Activity | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End project target (2023) |        |         |
|---|--|------------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|---------------------------|--------|---------|
|   |  |            |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                      | Female | Overall |
|   | vulnerable populations                           |            |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                           |        |         |
| <b>C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity</b> |  |            |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                           |        |         |
| C.2.1 Proportion of targeted people accessing assistance without protection challenges  | Lean season affected populations                 |            | 1        | 96%      | 96%    | 96%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 95%                       | 95%    | 95%     |
|   | Refugees   |            | 1        | 80%      | 80%    | 80%     | n.d.                   | n.d.   | n.d.    | 76%                    | 77%    | 76%     | 97%                    | 96%    | 96%     | 95%                       | 95%    | 95%     |
|   | Smallholder producers and vulnerable populations |            | 5        | 94%      | 94%    | 94%     | n.d.                   | n.d.   | n.d.    | 94%                    | 94%    | 94%     | n.d.                   | n.d.   | n.d.    | 98%                       | 98%    | 98%     |
| C.2.2 Proportion of targeted people receiving assistance without safety challenges (new)  | Floods affected populations                      | Cash, Food | 1        | 94%      | 95%    | 95%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 90%                       | 90%    | 90%     |
|   | Floods recovery populations                      | Cash, Food | 1        | 97%      | 98%    | 98%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 90%                       | 90%    | 90%     |
|   | Lean season affected populations                 |            | 1        | 90.4%    | 90.1%  | 90.1%   | 97.3%                  | 96.7%  | 96.9%   | n.d.                   | n.d.   | n.d.    | 99.5%                  | 99%    | 99.3%   | 90%                       | 90%    | 90%     |
|   | Refugees   |            | 1        | 98%      | 94%    | 96%     | 96%                    | 94%    | 95%     | 90%                    | 87%    | 89%     | 81%                    | 89%    | 84%     | 90%                       | 90%    | 90%     |
|   | Smallholder producers and vulnerable populations |            | 5        | 94%      | 91%    | 93%     | n.d.                   | n.d.   | n.d.    | 82%                    | 83%    | 82%     | 85%                    | 87%    | 86%     | 90%                       | 90%    | 90%     |
| C.2.3 Proportion of targeted people who   | Floods affected populations                      | Cash, Food | 1        | 83%      | 79%    | 80%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 80%                       | 80%    | 80%     |

| Indicator name  | Target group                                     | Modality   | Activity | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End project target (2023) |        |         |
|---|--|------------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|---------------------------|--------|---------|
|   |  |            |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                      | Female | Overall |
| report that WFP programmes are dignified (new)  | Floods recovery populations                      |            | 1        | 58%      | 52%    | 56%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 80%                       | 80%    | 80%     |
|   | Lean season affected populations                 |            | 1        | 70%      | 70%    | 70%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 97%                    | 96%    | 97%     | 80%                       | 80%    | 80%     |
|   | Refugees   |            | 1        | 70%      | 70%    | 70%     | n.d.                   | n.d.   | n.d.    | 74%                    | 72%    | 73%     | 70%                    | 67%    | 69%     | 80%                       | 80%    | 80%     |
|   | Smallholder producers and vulnerable populations |            | 5        | 69%      | 71%    | 69%     | n.d.                   | n.d.   | n.d.    | 84%                    | 81%    | 83%     | 88%                    | 87%    | 88%     | 80%                       | 80%    | 80%     |
| C.2.4 Proportion of targeted people having unhindered access to WFP programmes (new)      | Floods affected populations                      | Cash, Food | 01       | 95%      | 95%    | 95%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 95%                       | 95%    | 95%     |
|   | Floods recovery populations                      | Cash, Food | 01       | 91%      | 87%    | 90%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 95%                       | 95%    | 95%     |
|   | Lean season affected populations                 |            | 01       | 90%      | 90%    | 90%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | 97%                    | 96%    | 97%     | 95%                       | 95%    | 95%     |
|   | Refugees   |            | 01       | 90%      | 90%    | 90%     | n.d.                   | n.d.   | n.d.    | 76%                    | 77%    | 76%     | 81%                    | 89%    | 84%     | 95%                       | 95%    | 95%     |
|   | Smallholder producers and vulnerable populations |            | 05       | 81%      | 79%    | 80%     | n.d.                   | n.d.   | n.d.    | 75%                    | 71%    | 74%     | 91%                    | 92%    | 91%     | 95%                       | 95%    | 95%     |
| <b>C.3 Improved gender equality and women's empowerment among WFP-assisted population</b> |  |            |          |          |        |         |                        |        |         |                        |        |         |                        |        |         |                           |        |         |
| C.3.1 Proportion of households where women,   | Floods recovery populations                      | Cash       | 01       | n.d.     | n.d.   | 31%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 40%     |

| Indicator name   | Target group                                     | Modality | Activity | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End project target (2023) |        |         |
|--|--|----------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|---------------------------|--------|---------|
|  |  |          |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                      | Female | Overall |
| men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men                           | Floods recovery populations                      | Food     | 01       | n.d.     | n.d.   | 37%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 40%     |
|  | Lean season affected populations                 |          | 01       | n.d.     | n.d.   | 32%     | n.d.                   | n.d.   | 30.7%   | n.d.                   | n.d.   | 28%     | n.d.                   | n.d.   | 33%     | n.d.                      | n.d.   | 32%     |
|  | Refugees   |          | 01       | n.d.     | n.d.   | 18%     | n.d.                   | n.d.   | 33%     | n.d.                   | n.d.   | 45%     | n.d.                   | n.d.   | 37%     | n.d.                      | n.d.   | 40%     |
|  | Smallholder producers and vulnerable populations |          | 05       | n.d.     | n.d.   | 39%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 49%     | n.d.                   | n.d.   | 48%     | n.d.                      | n.d.   | 40%     |
| C.3.1 Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by men | Floods recovery populations                      | Cash     | 01       | n.d.     | n.d.   | 33%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 30%     |
|  | Floods recovery populations                      | Food     | 01       | n.d.     | n.d.   | 24%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 30%     |
|  | Lean season affected populations                 |          | 01       | n.d.     | n.d.   | 25%     | n.d.                   | n.d.   | 24.1%   | n.d.                   | n.d.   | 21%     | n.d.                   | n.d.   | 27%     | n.d.                      | n.d.   | 20%     |
|  | Refugees   |          | 01       | n.d.     | n.d.   | 27%     | n.d.                   | n.d.   | 21%     | n.d.                   | n.d.   | 25%     | n.d.                   | n.d.   | 16%     | n.d.                      | n.d.   | 30%     |
|  | Smallholder producers and vulnerable populations |          | 05       | n.d.     | n.d.   | 27%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 21%     | n.d.                   | n.d.   | 22%     | n.d.                      | n.d.   | 30%     |
| C.3.1 Proportion of households where women,  | Floods recovery populations                      | Cash     | 01       | n.d.     | n.d.   | 31%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 30%     |

| Indicator name   | Target group                                     | Modality | Activity | Baseline |        |         | Last follow-up in 2019 |        |         | Last follow-up in 2020 |        |         | Last follow-up in 2021 |        |         | End project target (2023) |        |         |
|--|--|----------|----------|----------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|------------------------|--------|---------|---------------------------|--------|---------|
|  |  |          |          | Male     | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                   | Female | Overall | Male                      | Female | Overall |
| men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions made by women | Floods recovery populations                      | Food     | 01       | n.d.     | n.d.   | 39%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                      | n.d.   | 30%     |
|  | Lean season affected populations                 |          | 01       | n.d.     | n.d.   | 43%     | n.d.                   | n.d.   | 45.2%   | n.d.                   | n.d.   | 51%     | n.d.                   | n.d.   | 40%     | n.d.                      | n.d.   | 48%     |
|  | Refugees   |          | 01       | n.d.     | n.d.   | 55%     | n.d.                   | n.d.   | 45%     | n.d.                   | n.d.   | 30%     | n.d.                   | n.d.   | 47%     | n.d.                      | n.d.   | 30%     |
|  | Smallholder producers and vulnerable populations |          | 05       | n.d.     | n.d.   | 35%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 30%     | n.d.                   | n.d.   | 30%     | n.d.                      | n.d.   | 30%     |
| C.3.2 Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women                     | Lean season affected populations                 |          | 01       | n.d.     | n.d.   | 50%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 50%     | n.d.                      | n.d.   | 50%     |
|  | Refugees   |          | 01       | n.d.     | n.d.   | 40%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 48%     | n.d.                   | n.d.   | 48%     | n.d.                      | n.d.   | 50%     |
|  | Smallholder producers and vulnerable populations |          | 05       | n.d.     | n.d.   | 50%     | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | n.d.    | n.d.                   | n.d.   | 50%     | n.d.                      | n.d.   | 60%     |

Source: CM-L009b CRF Cross-Cutting Indicator Values Malawi.

## Annex 5: List of CO's analytical products

| Assessment reports – food security  |  |                 |
|---|--|-----------------|
| Malawi Household Food Security Bulletin   | WFP  | 07/2020–10/2021 |
| Malawi Minimum Expenditure Basket Reports   | WFP  | 09/2020–08/2022 |
| Household Food Security in Malawi (CFSVA)   | WFP  | 11/2018         |
| Integrated Phase Classification in Malawi – Acute Food Insecurity   | MVAC   | 2019–2021       |
| 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            |
| WFP Evaluation of FFA in the Context of Malawi  | WFP  | 2015–2019       |
| Evaluation of the WFP Response to the COVID-19 Pandemic   | WFP  | 2022            |
| Desk Study Review of Integrated Risk Management and Climate Services Programme (IRMP) in Malawi (2017–2020)                         | WFP  | 2021            |
| CSP Mid-Term Review   | WFP  | 2022            |
| Best Practices and Lessons Learned 2019-2020 – Joint Programme on Girls' Education (JPGE)   | WFP, UNICEF, UNFPA, Government of Malawi, and Norway | 2020            |
| Evaluation of the Care Group Model in Malawi  | WFP  | 2021            |
| PROSPER Gender Equality and Social Inclusion Analysis Report  | WFP  | 2020            |
| Monitoring and reporting  |  |                 |
| WFP Malawi Research, Assessment, and Monitoring (RAM) Strategy  | WFP  | 2020            |
| VAM M&E Plan and budget   | WFP  | 2021            |
| Malawi VAM, M&E, Gender & Protection Workplans 2022   | WFP  | 2022            |
| WFP Malawi School Feeding Post-Distribution Monitoring Reports  | WFP  | 2020–2021       |
| Malawi Annual Performance Plan (plan, risk register, mid-year review, end-year review)  | WFP  | 2018–2021       |
| Malawi CSP 2019–2023 Annual Country Reports   | WFP  | 2019–2021       |
| LSR and Boma Baseline and Endline 2020–2021 PDM   | WFP  | 2020–2021       |

|  |     |           |
|--|-----|-----------|
| LSR Baseline & PDM report 2019–2020  | WFP | 2019–2020 |
| Refugee Programme PDM  | WFP | 2020–2021 |
| Integrated Resilience Programme Baseline                                   | WFP | 2019      |
| Integrated Resilience PDM Report   | WFP | 2019–2021 |
| THR Process Monitoring   | WFP | 2020      |
| THR Programme PDM  | WFP | 2020      |
| Nutrition: Stunting Prevention Project – Outcome Monitoring Survey Reports | WFP | 2021      |

## Annex 6: Theory of Change

18. This annex contains an adapted version of the WFP Malawi Integrated Theory of Change (ToC), which will be updated as required during the data collection phase. Using this adapted version of the WFP Malawi Integrated Theory of Change, the evaluation team will map/trace pathways of change from activities to immediate changes and to intermediate changes. The ToC provides an overarching framework for the evaluation in that it reflects the core ambition of the CSP, and can, as such, facilitate data collection and analysis in relation to the evaluation questions. In responding to Evaluation Question (EQ) 2, focused on the extent and quality of WFP contributions to strategic outcomes (SOs), the team will use the ToC to identify WFP contributions over time, and the degree to which observed changes can be linked to WFP interventions and/or other factors. In relation to EQ4, exploring factors affecting performance, the ToC will be used as a lens that allows assessing the different elements of WFP's work and results in relation to the question: do they add up to a coherent, life-cycle oriented programme? And do strengths/weaknesses in this regard help explain progress made or not made in relation to the different SO?

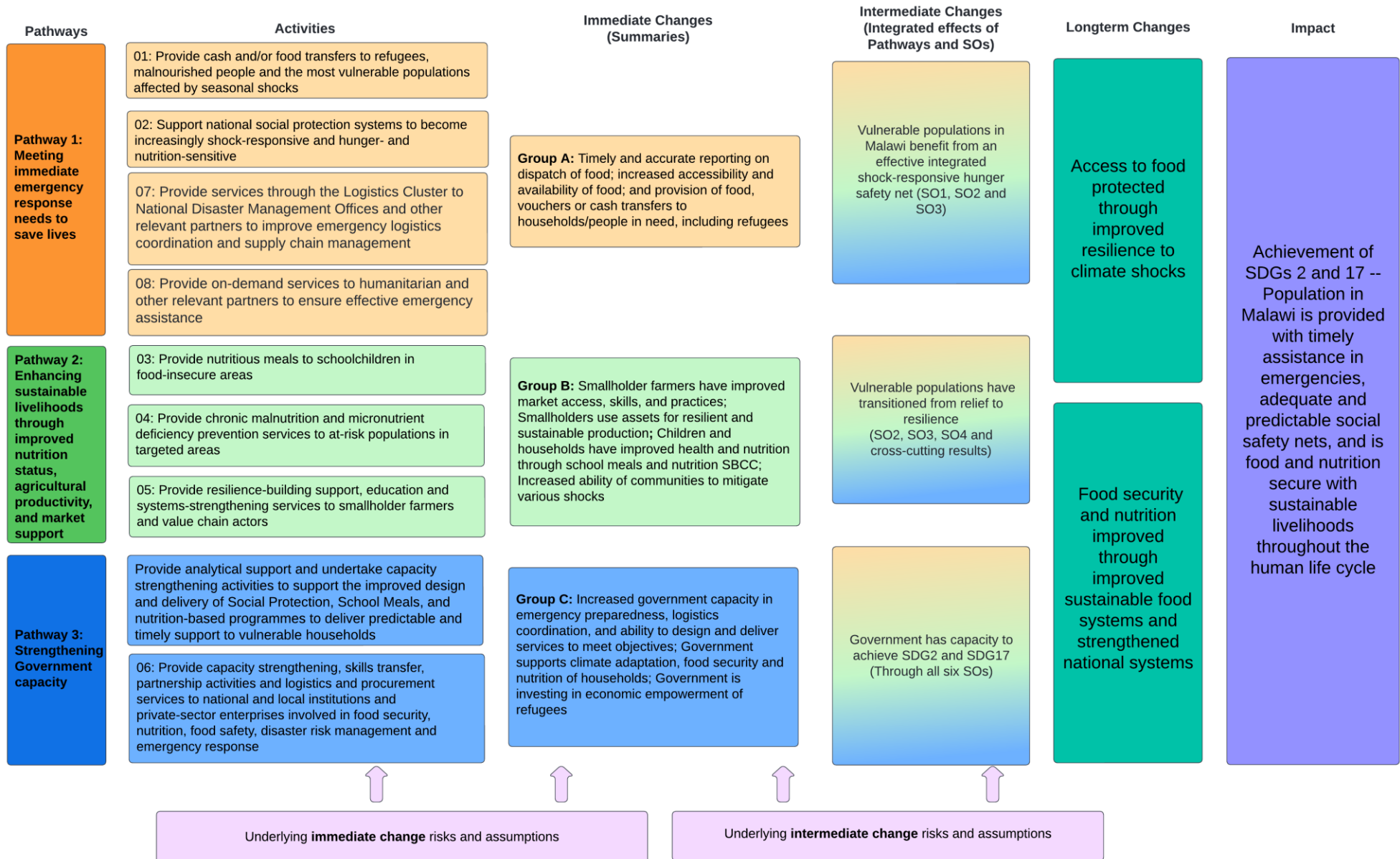
19. The main adaptations of the ToC are:

- Linking the ToC more visibly to Country Strategic Plan (CSP) activities and SOs. This was done by explicitly mentioning the CSP activities as they appear in the CSP itself, grouping them according to relevant impact pathways of the ToC. Furthermore, explicit references to all six SOs were added at the level of intermediate changes to facilitate the evaluation's use of the reconstructed ToC to report according to SOs, per CSPE requirements.
- Introducing intermediate changes to highlight the coming together of different impact pathways and SOs towards integrated higher-level results (reflected by the blend of colours from each pathway). The intermediate changes illustrate the integrated medium-term effects of the CO-developed ToC's impact pathways and the SOs as expressed in the CSP.
- Adding long-term and impact-level changes to the reconstructed ToC to illustrate the long-term orientation of WFP's involvement in Malawi.

20. Figure 6 below is a depiction of the reconstructed ToC that includes an overview ToC with summaries of the three main areas of envisioned immediate changes, and an additional diagram that includes the detailed immediate changes. This annex also contains an expanded table of underlying assumptions of the ToC, drawing on the assumptions outlined in the WFP Malawi Integrated ToC document. The evaluation team has begun to identify – through colour coding – those assumptions that are potentially within WFP country office control. These provide a working set of assumptions to be tested and enhanced during the evaluation process.



**Figure 6 Reconstructed Theory of Change**



**Immediate Changes  
(Detailed, from CO  
Integrated ToC)**

**Group A**

- Timely and accurate reporting on receipt and dispatch of food commodities or reports of losses
- Increased accessibility and availability of safe and nutritious food at optimum prices
- Food, vouchers, or cash transfers provided to households/people in need in response to emergencies and/or immediate shocks, including refugees

**Group B**

- SAMS, HGFSF:** Smallholder farmers have improved market skills and access to formal markets  
**Supply Chain:** Government and key stakeholders have improved tendering and efficiency of food supply chain
- SAMS, SMP, Nutrition Sensitive:** Smallholder farmers and households have improved production of nutritious, safe and diversified crops
- SMP, Nutrition Prevention:** Children and households participating in school feeding programme have improved health and nutrition
- Nutrition SBCC:** Individuals and households have improved nutrition through adoption of appropriate nutrition and WASH practices
- Assets Creation, SMP, Nutrition, Supply Chain:** Small-holder farmers use assets for resilient and sustainable production, pre-positioning, storage, and transport
- FFA:** Improved natural resource and environmental practices are adopted by the households and community
- Credit, VSL, (IGA):** Increased ability of communities to mitigate against financial shocks through Income diversification activities, credit and savings
- Insurance, Climate Services:** Livelihoods protected against various shocks, including climate variability and change

**Group C**

- Social Protection, SMP, Nutrition Prevention:** National and sub-national stakeholders have capacity (institutionally, analytically, systems) to design and deliver services to meet food and nutrition objectives, including in times of shocks
- Supply Chain/Logistics:** Government emergency preparedness and logistics coordination and supply chain management is improved
- Systems (FBF):** Government capacity to provide an effective Early Warning System is improved and maintained
- Adaptation Fund:** Government supports climate adaptation and food security of households through access to integrated climate risk management strategies and structured market opportunities
- Refugees:** Government is investing in building the self-reliance and fostering enabling conditions for economic empowerment of refugees
- Food and Food Security Analysis Systems:** Government's Commodity Accounting/Tracking and Food Security Analysis systems are strengthened

| General assumptions   | Activity to immediate change assumptions   | Immediate change to intermediate change assumptions   |
|---|--|---|
| There are adequate market opportunities available for which smallholder farmers can sell their crops/increase their diversity.  | The lean season response and government-led emergency responses in general operate within an environment where stakeholders are coordinated and have a common agenda for the development of government capacity to manage and respond to seasonal cyclic shocks. | Assets are appropriately maintained by households and communities and inclusively and equitably managed beyond the life of the programme.   |
| Weather/crop insurance products are available, affordable and utilized by smallholder farmers.  | Predictable and flexible funding sources are available to provide timely assistance in the right manner at the right time.   | After programme life, smallholder farmers have continued access to the inputs (e.g. seeds, fertilizer, etc.) required to maintain their new practices or crops.   |
| Platforms or services for agricultural, weather, and price information are available, regularly maintained, and utilized by smallholder farmers and communities to make agricultural decisions. | A clear, context-specific strategy for government and partner capacity strengthening exists.   | Government and development partners have sustained investment/financing for interrelated sector investments (to sustain gains).   |
| WFP interventions address synergies with other similar interventions, both within WFP CSP and with other relevant actors; synergies exist between relevant SOs.                                 | The Government is leading on development policies and strategies, and WFP's technical support is in line with its requests/needs.  | The Government is committed to supporting the implementation of key policies and strategies for building the resilience of vulnerable households to shocks, strengthening national systems to improve future emergency responses. |
| Accountability to affected populations is maintained at all stages of interventions.  | Political and security conditions are conducive to building capacities at national and decentralized levels.   | The Government is committed to the implementation of development policies and strategies that have an impact on food security and nutrition.  |
| Needs assessments, which are gender-responsive, inform interventions to address the needs of diverse beneficiaries (M/F).   | The Government increases its investment in resilience, nutrition and social protection programmes through the national budget.   | Functioning markets have been established and linked with affected populations/communities.   |
| WFP CO has appropriate HR capacity to deliver the CSP, which includes minimizing staff turnover and recruiting staff members with requisite skills and experience.                              | The Government has adequate absorptive capacity for support provided by WFP capacity strengthening interventions.  | WFP advocacy (with government) for improved market conditions for smallholder farmers, and wider private sector development, is successful.   |
| Possible risks, hazards and shocks identified and updated, with mitigating measures identified.   | Partners promote the adoption of sustainable practices through linkages to long-term programmes.   | Community members sustain changes in practices and behaviours (including in relation to social norms) that are critical for programmatic success.   |

|  |   |  |
|--|---|--|
| Internal culture and systems that allow for strategic shifts in programming to support an integrated approach. | The CO team has the right structure and skills available to address issues of gender transformation, social norm change, and has fostered innovative approaches to address challenges related to social behaviour change. |  |
| Financial resources available to deliver CSP activities.   | Community members are willing to adopt changes in practices and behaviours (including in relation to social norms).   |  |
| Financial resources available to deliver CSP.  |   |  |

Colour coding key: green = entirely within WFP control; yellow = somewhat within WFP control (e.g. through advocacy, mitigation measures); and red = not within WFP control.

## Annex 7: Evaluation matrix

| Dimensions of analysis   | Lines of inquiry  | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|--|---|--|---|--|
| <b>Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b>  |   |  |   |  |
| <b>1.1 To what extent was the CSP informed by evidence on hunger challenges, food security and nutrition issues, gender inequalities, and country capacity gaps in Malawi to ensure its relevance?</b> |   |  |   |  |
| 1.1.1 Evidence-based definition of overall strategy and programming approaches   | <p>Extent to which food security and nutrition assessments informed the development of the country strategic plan (CSP)</p> <p>Extent to which the CSP design considered recommendations and lessons learned from evaluations</p> <p>Extent to which CSP design and delivery modalities were informed consistently by context analyses and gender analyses conducted <i>a priori</i></p> <p>Extent to which CSP's Strategic Outcome (SO) 5 and capacity strengthening activities across SOs were designed based on analysis</p> | <p>Evidence of use of assessment and evaluation information to inform CSP design and budget revisions</p> <p>Evidence in programme documents across Sos that activity design accounted for gender concerns and social and environmental conditions at the local level</p> <p>Evidence that analyses and/or assessments of capacity gaps were conducted</p> <p>Evidence that the CSP was responsive in addressing capacity gaps in government</p> | <p><u>Documents:</u></p> <p>Malawi Zero Hunger Review</p> <p>Integrated Food Security Phase Classification (IPC) Acute and Chronic Food Security Analyses</p> <p>CSP and budget revision documents</p> <p>CSP Mid-Term Review (MTR)</p> <p>Evaluations conducted prior to CSP design</p> <p>Decentralized evaluations conducted during CSP period</p> <p>Lean Season Response After Action Reviews</p> <p>Rapid analyses or assessments that informed Budget Revisions</p> <p>Capacity assessments in memorandums of understanding (MoUs), field-</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants, and the systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

<sup>18</sup> For the purpose of saving space in the document, the final two columns of the evaluation matrix template are combined.

| Dimensions of analysis  | Lines of inquiry   | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>   |
|---|--|--|---|---|
|   | of capacities/identification of gaps   |  | level agreements (FLAs), After Action Reviews<br><u>Consultations:</u><br>Current and former WFP stakeholders: CD, DCD, SO managers, Vulnerability Analysis and Mapping (VAM), Monitoring and Evaluation (M&E)  |   |
| 1.1.2<br>Appropriateness of targeting strategies in identifying food insecure, vulnerable people, including people with disability, children, and women | Extent to which geographic and individual targeting criteria were relevant in reaching and meeting the needs of the most food and nutrition vulnerable women, men, boys and girls in the country<br>Extent to which WFP's approach to targeting of beneficiaries aligns with government policies, frameworks and systems related to vulnerable populations and priorities<br>Extent to which targeting is taking into consideration coverage by other humanitarian and development actors to ensure no one is left behind<br>Extent to which targeting approach was aligned with | CSP design and implementation documents contain rationale and justification for programming approaches for most vulnerable populations<br>CSP documents cite studies of vulnerability analysis for justifying geographic areas of intervention or which can show a justification for a particular thematic focus<br>Evidence that targeting approach of CSP interventions is based on a gap analysis taking into consideration the Government's and other humanitarian and development actor's programme coverage.<br>Evidence that targeting approach of CSP interventions reflected the lifecycle approach in providing an integrated package of services for most vulnerable population | <u>Documents:</u><br>CSP and budget revision documents<br>CSP activity strategy documents (e.g. school feeding strategy), briefs and factsheets<br>Zero Hunger Review<br>Reports generated by VAM unit, including needs assessments, market situation analyses, profiling reports<br>Operational maps of CSP activities and interventions<br>Government policies and plans<br>Existing evaluations and assessment reports<br><u>Consultations:</u><br>Government officials at national and subnational levels<br>WFP stakeholders, including, among others: CD, DCD, SO | Document review using review tool to identify recurrent themes, emerging issues and trends<br>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data<br>Triangulation across data collection methods and sources, and across lines of inquiry |

| Dimensions of analysis  | Lines of inquiry   | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|---|--|--|---|--|
|   | <p>the CSP's lifecycle approach which aims to provide an integrated package of services at the individual-level</p> <p>Extent to which the intersectionality of vulnerabilities (e.g. elderly women, disabled child) is considered during targeting of beneficiaries</p>   | <p>Evidence that WFP and government vulnerability analysis mapping for activities includes gender-sensitive analysis and protection concerns</p> <p>Stakeholder perception on appropriateness of targeting approach on most vulnerable people, including extent to which targeting included individuals with intersecting vulnerabilities</p>  | <p>managers, Programme, M&amp;E, VAM</p>  |  |
| <b>1.2 To what extent is the CSP aligned to national priorities (under the umbrella of the Sustainable Development Goals (SDGs))?</b> |  |  |   |  |
| <p>1.2.1 Alignment of strategic outcomes, outputs, and activities to national policies, strategies, plans and systems</p>             | <p>Extent to which the CSP SOs and activities are relevant to national priorities as expressed in policies, strategies and plans</p> <p>Extent to which CSP SOs and activities are aligned with the Government's emergency/humanitarian response plans</p> <p>Extent to which the SOs and proposed activities outlined in the CSP are relevant to subnational priorities</p> | <p>Degree of matching between CSP SOs and activities, and national objectives outlined in government policies, strategies and plans</p> <p>Degree of involvement of government, including subnational levels, in the preparation of the CSP</p> <p>Perception of government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies, plans and systems</p> <p>Perception of senior subnational government officials on the degree of alignment of WFP objectives and interventions with subnational priorities</p> | <p><u>Documents:</u><br/>CSP and budget revision documents<br/>Zero Hunger Strategic Review<br/>Government policies, plans and programmes including, among others: MGDS III (2017–2022), Malawi 2063 (and the Malawi Implementation Plan 2021–2030), Health Sector Strategic Plan 2017–2022, National Agricultural Investment Plan 2018–2023, National School Health and Nutrition Policy, National Agriculture Policy, National Resilience Strategy 2018–2030, National Gender Policy 2015, Malawi COVID-19 Socio-</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis   | Lines of inquiry   | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>   |
|--|--|--|---|---|
|  |  | Use of government systems (including Universal Beneficiary Registry)   | Economic Recovery Plan 2021–2023<br>Government emergency/humanitarian response plans<br>Existing evaluations, assessments and audit reports<br><u>Consultations:</u><br>WFP stakeholders, including among others: CD, DCD, SO managers, Policy & Partnerships, Programme, M&E<br>Government officials at both national and subnational levels<br>Donors, UN Country Team (UNCT) and other selected stakeholders |   |
| <b>1.3 To what extent is the CSP coherent and aligned with the wider UN and international community and includes appropriate partnerships based on the comparative advantage of WFP in Malawi?</b> |  |  |   |   |
| 1.3.1 Coherence and compatibility of WFP objectives and programming with UN system and other development partners in Malawi  | Extent of alignment of the CSP with the UN Sustainable Development Cooperation Framework (UNSDCF) at time of design and currently (during COVID-19 pandemic)<br>Extent of synergy between CSP and strategies of other UN agencies and development partners | Evidence of alignment in content of UNSDCF and CSP<br>Evidence of efforts to reduce duplication across agencies and across sectors<br>Evidence of alignment and/or complementarity between the CSP and other UN agencies' strategic documents to support national priorities | <u>Documents:</u><br>CSP and budget revision documents<br>Malawi UN Development Assistance Framework (UNDAF) 2019–2023 (now referred to as Malawi UNSDCF)<br>ACRs for UN agencies and WFP Malawi<br><u>Consultations:</u>   | Document review using review tool to identify recurrent themes, emerging issues and trends<br>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data<br>Triangulation across data collection methods and sources, and across lines of inquiry |



| Dimensions of analysis  | Lines of inquiry  | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|---|---|--|---|--|
|   | Relevance of WFP coordination roles in sector working groups, Logistics Cluster, and in joint programmes  | <p>Perceptions on relevance of WFP coordination roles in sector working groups, Logistics Cluster, and in joint programmes</p> <p>Extent to which WFP harmonized strategic approaches through the UNCT, sector/cluster and working groups</p> <p>Stakeholder perceptions on complementarity with strategies of other UN agencies and main donors</p>           | <p>UN Resident Coordinator</p> <p>Representative of key UN agencies with which WFP collaborates in Malawi</p> <p>Government officials</p> <p>Representatives of donors</p>  |  |
| 1.3.2 WFP's partnerships are based on its comparative advantage and support its strategic shift towards an integrated approach <b>(Theme of Interest 1)</b> | <p>Extent to which WFP recognized and maximized its comparative advantage to maximize inter-agency complementarity and avoid duplication of effort</p> <p>Extent to which WFP engages in relevant partnerships with other UN agencies, and outside the UN</p> | <p>Existence of clear articulation of comparative advantage in CSP, MoUs and partnership documents</p> <p>Evidence of CSP articulating WFP synergies with other development and humanitarian actors at the time of design</p> <p>Evidence of complementarity and limited duplication of WFP mandate and activities with other organizations in the country</p> | <p><u>Documents:</u></p> <p>CSP and budget revision documents</p> <p>Partnership Action Plan (PAP)</p> <p>Available proposals or presentations made by WFP to donors</p> <p>ACRs; UNCT documents</p> <p><u>Consultations:</u></p> <p>Interviews with CO, Regional Bureau of Southern Africa (RBJ) principals during the design and implementation periods; information from stakeholders, including UNCT, Rome-based agencies (RBAs), donors, INGOs, NGOs/CP representatives and informed observers</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis   | Lines of inquiry   | Indicators   | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|--|--|--|--|--|
|  |  |  | Representatives of donor agencies  |  |
| 1.4 To what extent is CSP design internally coherent and based on a theory of change that articulates WFP's role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan? |  |  |  |  |
| 1.4.1 Internal coherence and logic of CSP design   | <p>Extent to which activities outlined in the CSP have been logically connected to contribute to CSP outcomes and reflect WFP comparative advantages</p> <p>Extent to which CSP is based on a clear theory of change (ToC) reflecting integrated package of support (<b>Theme of Interest 1</b>)</p> <p>Extent to which the ToC included internal and external assumptions that underpin causal linkages between activities and CSP outcomes</p> | <p>Existence of logical framework rationale connecting activities to SOs and showing internal consistency among activities and SOs</p> <p>Examples of how the proposed shift in the CSP aligned with comparative advantages identified in WFP strategic plan</p> <p>Existence of ToC that articulates causal pathways between activities and CSP outcomes, and internal and external assumptions that underpin them</p> <p>Evidence in documentation that the design of CSP outcomes and activities leveraged synergies and interlinkages across SOs</p> <p>Stakeholder perception on the relevance of CSP's orientation towards providing an integrated package of support to Malawi's operational context</p> <p>Stakeholder perceptions on the utility of the ToC in enabling the strategic shifts envisaged by the CSP</p> | <p><u>Documents:</u></p> <p>CSP and budget revision documents</p> <p>WFP Strategic Plans</p> <p>WFP Malawi Integrated ToC</p> <p>CSP activity strategy documents (e.g. school feeding strategy), briefs and factsheets</p> <p><u>Consultations:</u></p> <p>WFP CO staff: CD, DCD, SO managers, Programme, M&amp;E, VAM</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis   | Lines of inquiry  | Indicators  | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|--|---|---|--|--|
| <b>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? (Theme of Interest 5)</b> |   |   |  |  |
| 1.5.1 Demonstrated flexibility/capacity to adapt to changing context in Malawi   | <p>Extent to which analysis of evolution of context has been conducted within the CSP to guide adaptations based on emerging priorities</p> <p>Extent to which the CO was able to adjust to provide country capacity strengthening (CCS) support in areas and forms not anticipated at the time of CSP approval, but critical to the ability of government and local communities to address emerging challenges</p> | <p>Existence of new analyses sponsored by WFP or the Government to highlight changing capacities and needs</p> <p>Existence of WFP internal reports that show evidence of analysis of changing contexts and descriptions of actions to take in response</p> <p>Existence of WFP internal reports and MoU agreements that show WFP responding to emergent requests from the Government</p> <p>Stakeholder perceptions of WFP's ability to adapt the CSP to changing contexts and emergent requests from the Government</p> | <p><u>Documents:</u></p> <p>WFP ACRs/Standard Project Report</p> <p>Records concerning inter-organizational cooperation</p> <p>Annual Performance Plans</p> <p>CSP budget revision documents</p> <p>WFP internal reports, including monitoring reports and VAM assessments</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p> <p>WFP stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, M&amp;E, VAM</p> <p>Donor representatives</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |
| 1.5.2 The extent to which WFP strategic positioning has remained relevant to national priority shifts/external shocks during the CSP period  | <p>Extent to which CO adapted programming to reflect any changes in Malawi during the CSP, such deterioration in the economic situation and impact of COVID-19</p> <p>Evidence of WFP's ability to assess the threat of COVID-19 to beneficiary populations,</p>  | <p>Existence of documentation in CSP design and annual reports which shows justification for balance between humanitarian and development response</p> <p>Evidence that the CSP was adapted to arising needs before and during COVID-19 (e.g. in terms of selection and outreach to</p>   | <p><u>Documents:</u></p> <p>WFP ACRs/Standard Project Report</p> <p>Annual Performance Plans</p> <p>CSP budget revisions</p> <p>WFP internal reports, including monitoring reports and VAM assessments</p>   | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (gender-</p>                                   |

| Dimensions of analysis  | Lines of inquiry  | Indicators  | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|---|---|---|---|--|
|   | <p>CO and Area Office staff and implementers, and to adopt appropriate risk mitigation strategies</p> <p>The extent to which WFP's interventions continually respond to the needs of the most vulnerable to arising challenges (e.g. COVID-19, weather events)</p> <p>Extent that WFP was able to appropriately balance humanitarian and development approaches and coordinated its planning and service delivery patterns with government, UNCT and other international partners, as well as donors, to improve performance in the context of COVID-19</p> | <p>beneficiaries, targeted profile, geographical location, and transfer modality) based on comprehensive analysis of context and needs in specific areas of interest of WFP</p> <p>Existence of analyses related to the pandemic that included implications for new strategic positioning required as a result of the pandemic response</p> <p>Stakeholder perceptions of how well WFP balanced humanitarian and development approaches in times of emergency response</p> <p>Stakeholder perceptions on the ability of WFP to adapt the CSP strategically to respond to the COVID-19 pandemic</p> <p>Stakeholder perceptions of how well the CSP targeted affected vulnerable populations in the COVID-19 response</p> | <p>National emergency and COVID-19 response plan, e.g. Malawi Flood Response Plan 2019, Malawi COVID-19 Socio-Economic Recovery Plan 2021–2023</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p> <p>WFP stakeholders, including, among others: CD, DCD, SO managers, Policy &amp; Partnerships, M&amp;E, VAM</p> <p>Donor representatives</p> <p>Focus group discussion (FGD) with beneficiaries</p> <p>Direct observation</p> | <p>disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |
| <b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Malawi?</b>                               |   |   |   |  |
| <b>2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and the UNSDCF? Were there any unintended outcomes, positive or negative?</b> |   |   |   |  |
| 2.1.1<br>Implementation of activities and   | Analysis of outputs accomplished in comparison with planned disaggregated by SO within the CSP  | Evidence of number of activities accomplished against planned: i) number of persons trained; ii) number of FFA/FFT/CFA/CFT transfers; iii) number of assets   | <u>Documents:</u><br>ACRs<br>CSP MTR report   | Document review using review tool to identify recurrent themes, emerging issues and trends<br>Semi-structured interviews with Key Informants; systematic       |

| Dimensions of analysis   | Lines of inquiry   | Indicators   | Data sources   | Data collection techniques analysis <sup>18</sup>   |
|--|--|--|--|---|
| achievement of planned outputs <sup>19</sup>   | Existence of logical connection between activities implemented and outputs<br>Levels of success in the creation of community assets and supporting enhanced livelihoods  | created; iv) number of organizational processes affected; v) number of policies supported; vi) number of coordination mechanisms supported; and vii) number of beneficiaries reached – disaggregated by SO and by gender and age as appropriate<br>Evidence from national and local stakeholder perceptions of effectiveness and extent of actions completed or in process<br>Stakeholders can articulate a logical connection between activities and intended outputs<br>Evidence of outputs being achieved | Post-distribution monitoring (PDM) reports<br>COMET data on transfers, beneficiaries, and WFP performance<br>Existing evaluations, assessments and audit reports<br><u>Consultations:</u><br>WFP stakeholders, including, among others: SO managers, Policy & Partnerships, M&E<br>CP representatives<br>FGDs with beneficiaries, including vulnerable segments of affected population | coding and content analysis of interview data<br>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data<br>Observation during project site visits<br>Triangulation across data collection methods and sources, and across lines of inquiry |
| 2.1.2 Progress towards planned SOs thus far, and plausible WFP contribution to SOs and to the UNSDCF | Extent to which integrated/connected approaches between SOs contributed to positive results for communities assisted ( <b>Theme of Interest 2</b> )<br>Extent to which activities contributed to progress in meeting immediate | Percentage achievement of outcome-level targets against output and activity indicators, by SO<br>Qualitative evidence from available reporting and stakeholder perceptions on extent of achievement of outcome-level targets by SO   | <u>Documents:</u><br>CSP and budget revision documents<br>CSP logical frameworks<br>ACRs<br>PDM reports  | Document review using review tool to identify recurrent themes, emerging issues and trends<br>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data<br>Focus group discussions with beneficiaries (gender-                                     |

<sup>19</sup> The evaluation team understands that this dimension of analysis will focus on output-level results based on available monitoring data on output-level indicators, which are available in ACRs, and the COMET database. The evaluation will not focus on the extent to which outputs were achieved as per the results statements for outputs in the line of sight. In doing so, the evaluation will focus on the definition of outputs as, “products and services that WFP produces, with an identification of who benefits. They are the direct result of WFP’s activities and contribute to outcomes.” (WFP. 2020. *Research and analysis guide – Country Strategic Plan Evaluations*. July 2020.)

| Dimensions of analysis | Lines of inquiry   | Indicators  | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|------------------------|--|---|--|--|
|                        | <p>emergency response needs (SO1)</p> <p>Extent to which CSP activities – specifically Home-Grown School Feeding – contributed to strengthened national shock-responsive social protection (SO2) (<b>Theme of Interest 3</b>)</p> <p>Extent to which CSP activities contributed to SO3</p> <p>Extent to which CSP activities contributed to SO4</p> <p>Extent to which CSP activities contributed to SO5</p> <p>Extent to which CSP activities contributed to SO6</p> <p>Extent of unintended results (positive and/or negative) of CSP implementation</p> <p>Extent and areas of contribution to UNSDCF outcomes (especially outcomes 4, 5 and 7)</p> | <p>Evidence exists in documentation establishing plausible contributions of activities and outputs to progress towards SO targets</p> <p>Evidence of immediate and emerging intermediate changes (ToC) and plausible contributions from CSP activities</p> <p>Evidence of unintended results of the CSP</p> <p>Stakeholder perceptions of WFP contributions to achievement of CSP's SOs</p> <p>Evidence of WFP contributions to UNSDCF outcomes 4, 5 and 7<sup>20</sup></p> | <p>COMET data on transfers, beneficiaries, and WFP performance</p> <p>MTR report, and other existing evaluations</p> <p>M&amp;E reports, briefs</p> <p>Datasets on transfers, beneficiaries, and WFP performance</p> <p><u>Consultations:</u></p> <p>WFP stakeholders, including, among others: SO managers, Policy &amp; Partnerships, M&amp;E</p> <p>Government officials at both national and subnational levels</p> <p>CP representatives</p> <p>Representatives of other UN agencies</p> <p>Gender-disaggregated focus groups with beneficiaries</p> <p>Observation of distribution sites</p> | <p>disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

<sup>20</sup> 4: All children 0–5 years will have increased access to comprehensive quality Early Childhood Development Services; 5: All girls and boys 6–17 years, particularly the most marginalized, benefit from an integrated package of quality education, health, nutrition, HIV/AIDS and protection services; 7: Households have increased food and nutrition security, equitable access to WASH and healthy ecosystems and resilient livelihoods

| Dimensions of analysis  | Lines of inquiry   | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>   |
|---|--|--|---|---|
| <p>2.1.3 Assessment of level of performance of logistics and supply chain and related services in supporting food systems and assisting partners<br/><b>(Theme of Interest 4)</b></p> | <p>Level of effectiveness to integrate capacity strengthening and supply chain enhancement into all SOs – particularly 2, 4, 5 and 6</p> <p>Level of effectiveness of CCS for national food systems adopting enhanced/efficient supply chains</p> <p>Levels of performance against benchmarks set; perceptions of quality, adaptability, timeliness, and resourcefulness of services provided</p> <p>Level of support to/coordination of the national Logistics Cluster/working group, common services/service provision, CBT/local market trader engagement, etc.</p> <p>Levels of achievement in building capacities of supply chain organizations, supervision mechanisms and personnel</p> | <p>Comparison of actual performance against benchmarks (for deliveries and needs, etc.)</p> <p>Review of accounts of responses to unexpected challenges</p> <p>Review of effectiveness of protocols, procedures, and SOPs in addressing issues impacting on supply chain and service provision</p> <p>Government and stakeholder perceptions of performance</p> <p>Comparison of causal analyses of food and nutrition insecurity with WFP strategy and programme narratives</p> <p>Comparison against Universal Logistics Standards (ULS)</p> <p>Review of treatment of gender, diversity, youth engagement and inclusion in the supply chain</p> <p>Extent to which networks and forums were used by WFP to build synergies with partners</p> <p>Review of the provision or facilitation of storage capacity (e.g. for SAMS interventions and humanitarian staging area)</p> <p>Review of type and extent of technical supply chain and logistics support provided, and of</p> | <p>ACRs and other internal reports.</p> <p>WFP Logistics Cluster Strategy 2016–2018</p> <p>WFP HQ &amp; CO Supply Chain ARs; CO Procurement ARs</p> <p>Malawi Logistics Cluster reports</p> <p>Cash working group reports and meeting notes</p> <p>WFP and standby partners reports</p> <p>M&amp;E reports</p> <p>Meeting notes &amp; technical briefs</p> <p>WFP situation reports</p> <p>CO supply chain reports, plus programme &amp; budget pipeline information</p> <p>Information available from local traders</p> <p>Donor reports</p> <p>Cooperating partner capacity assessments/reviews and partner feedback</p> <p>UN, NGO, and other stakeholder plans and reports specifically for emergency preparedness and response, logistics and supply chain</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis  | Lines of inquiry  | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|---|---|--|---|--|
|   |   | the results accomplished through that support  | operations and environmental impact<br>Interviews with WFP staff, and staff of other UN agencies, international organizations, and government   |  |
| <b>2.2 To what extent did WFP respect the humanitarian principles and contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?</b> |   |  |   |  |
| 2.2.1 Gender Equality and the Empowerment of Women  | Extent to which interventions benefit women and girls, men and boys, based on their differential needs, priorities, capacities, and constraints<br>Extent to which CSP supported and contributed to progress in gender transformative results | Evidence of gender-responsive and/or gender transformative results, and plausible contributions of CSP activities<br>Evidence of dedicated budget with a financial benchmark (e.g. minimum 15%) for gender-related activities<br>Evolution of scores (from 0–4 scale based on four components) on the WFP Gender and Age Marker (GaM) corporate tool<br>Perception of beneficiaries (F/M) on the contributions of WFP interventions in meeting their needs<br>Stakeholder perceptions of plausible CSP contributions to progress towards gender transformative results | <u>Documents:</u><br>WFP CSP and consecutive budget revision documents<br>Zero Hunger Review<br>WFP ACRs/Standard Project Reports<br>WFP Gender Policy and toolkit<br>PDM reports<br>Progress reports for CSP activities (e.g. progress reporting for Joint Programme for Girls Education)<br>Existing evaluations and assessments<br>IASC Policy on Gender Equality and the empowerment of women and girls in humanitarian action<br><u>Consultations:</u><br>WFP staff: M&E, VAM, Gender & Protection, stakeholders | Document review using review tool to identify recurrent themes, emerging issues and trends<br>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data<br>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data<br>Triangulation across data collection methods and sources, and across lines of inquiry |



| Dimensions of analysis  | Lines of inquiry   | Indicators   | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|---|--|--|--|--|
|   |  |  | from humanitarian clusters and working groups<br>Cooperating partners, implementing partners, CSOs<br>Gender-disaggregated focus groups with vulnerable segments of affected population  |  |
| 2.2.2 Protection and accountability to affected populations (AAP) | Extent to which protection of affected populations was integrated into CSP interventions, by activity<br>Extent to which WFP ensures meaningful and safe access to assistance and services, without any barriers<br>Appropriateness of approaches, processes and mechanisms through which affected populations can measure the adequacy of interventions and influence decision making<br>Extent to which community feedback and response mechanisms (CFRM) collect, collate, and lead to concerns of beneficiaries (M/F) being addressed in a timely manner | Evidence of needs assessments that seek the views of household members (M/F)<br>Extent to which beneficiaries (M/F) are consulted and participate in the design, implementation and monitoring of interventions<br>Perceptions of beneficiaries of safety, dignity, participation and empowerment<br>Evidence of CO coordination and collaboration with community committees for identifying beneficiaries<br>Evidence that information from CSP planned interventions and their delivery is reported back to affected population (M/F)<br>Number and type of complaints (or feedback) in CFRM/Hotline disaggregated by sex of complainant | <u>Documents:</u><br>CSP and consecutive budget revision documents<br>WFP Protection and Accountability Policy<br>ACRs<br>Malawi National Social Support Programme II (MNSSP II)<br>PDM reports<br>CFRM reporting<br>Materials used for reporting back to beneficiaries<br><u>Consultations:</u><br>WFP staff: M&E, VAM, Gender & Protection, stakeholders from humanitarian clusters and working groups<br>Gender-disaggregated focus groups with beneficiaries, including vulnerable segments of affected population | Document review using review tool to identify recurrent themes, emerging issues and trends<br>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data<br>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data<br>Triangulation across data collection methods and sources, and across lines of inquiry |

| Dimensions of analysis        | Lines of inquiry  | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>   |
|-------------------------------|---|--|---|---|
|                               |   | <p>Perceptions of beneficiaries that they have timely access to clear and relevant information</p> <p>Evidence of beneficiary satisfaction with opportunities to influence the design and implementation of WFP activities.</p>  | <p>Observation of distribution sites</p>  |   |
| 2.2.3 Humanitarian principles | <p>Extent to which humanitarian principles have been integrated and applied, including in the COVID-19 response</p> <p>Extent to which humanitarian assistance was delivered impartially according to needs</p> | <p>Evidence that delivery meets primary needs of beneficiaries (M/F), prevents erosion of their assets, gives them choice and promotes their dignity</p> <p>Evidence that delivery modalities are based on thorough assessment and analysis</p> <p>M&amp;E reports show that WFP humanitarian response meets its objectives in terms of timing, quality and quantity.</p> <p>Perceptions of affected population (M/F), including the most vulnerable, that the timing of assistance and protection received is adequate and meets their needs</p> <p>Affected population, including the most vulnerable, do not identify negative effects resulting from WFP humanitarian action</p> | <p><u>Documents:</u></p> <p>WFP CSP and consecutive budget revision documents</p> <p>IASC Policy on Gender Equality and the empowerment of women and girls in humanitarian action</p> <p>Needs assessments</p> <p>M&amp;E reports</p> <p>CFRM reporting</p> <p><u>Consultations:</u></p> <p>WFP staff, UN Resident Coordinator (RC), representatives of agencies in clusters and working groups (particularly those that WFP leads)</p> <p>Gender-disaggregated focus groups with beneficiaries, including vulnerable segments of affected population</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis               | Lines of inquiry   | Indicators  | Data sources  | Data collection techniques analysis <sup>18</sup>   |
|--------------------------------------|--|---|---|---|
|                                      |  | Evidence of beneficiaries being aware of their rights and entitlements  |   |   |
| 2.2.5 Environment and climate change | <p>Extent to which WFP activities and outputs contributed to positive environmental outcomes and climate change-related effects such as adaptation/resilience against climate shocks, adoption of climate change mitigating practices, etc.</p> <p>Extent of potentially negative environmental (including climate change) impacts of WFP activities and measures taken by the CO to minimize these</p> <p>Proportion of supply chain activities for which environmental risks have been screened and as required, mitigation actions identified</p> | <p>Evidence of environmental and climate change considerations in CSP documents and consecutive budget revisions</p> <p>Existence of policy on risk analysis and social and environmental screening tools, and evidence of its use to assess potential social and environmental risks of interventions</p> <p>Evidence of measures taken by WFP and partners to reduce environmental impacts</p> <p>Evidence of positive environmental outcomes and climate change-related effects</p> <p>Evidence of institutional learning regarding environment and climate change by CO and national partners in context of the CSP</p> <p>Establishment of partnerships to leverage critical environment and climate change expertise and experience</p> | <p><u>Documents:</u></p> <p>WFP CSP and consecutive budget revision documents</p> <p>WFP environmental and climate change-related policies</p> <p>WFP Malawi environment and climate change strategies</p> <p>ACRs</p> <p>PDM reports</p> <p>CFRM reporting</p> <p>Reporting back to beneficiaries</p> <p><u>Consultations:</u></p> <p>WFP staff: M&amp;E, VAM, Gender &amp; Protection, SO managers and team</p> <p>Gender-disaggregated focus groups with beneficiaries, including vulnerable segments of affected population</p> <p>Direct field observation</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis   | Lines of inquiry  | Indicators   | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|--|---|--|--|--|
| <b>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?</b> |   |  |  |  |
| 2.3.1 Sustainability of CSP achievements in government institutions, as well as the private sector and civil society   | <p>Extent to which CSP benefits are likely to be integrated and reflected in government policies, UN frameworks, and the priorities of other actors</p> <p>Extent to which there is sufficient political will and ownership at government level to support targeted activities and programmes moving forward</p> <p>Existence of exit strategies or sustainability plans for the different SO components and measures planned to support sustainability of actions</p> <p>Extent to which CSP activities included considerations for sustainability of results for the private sector and civil society organizations</p> <p>Extent to which sustainable environmental impacts were considered/built into the design of WFP interventions</p> | <p>Evidence in documentation of strategic integration of CSP objectives and activities to MIP 2021–2023 and/or other future national policies and plans and budgets</p> <p>Stakeholder perceptions of strategic integration of CSP objectives and activities to future government, UN, other actor priorities</p> <p>Stakeholder perceptions regarding government ownership and political will to takeover and support activities in the future</p> <p>Evidence in documentation of government commitment of resources for management of CSP activities moving forward</p> <p>Evidence of exit strategies or sustainability plans for WFP within the CSP and actions taken in line with these plans/strategies</p> <p>Evidence of concrete steps taken by the private sector and/or civil society and other organizations to maintain and build on CSP results and innovations</p> | <p><u>Documents:</u></p> <p>CSP and budget revision documents</p> <p>CSP activity strategy documents (e.g. school feeding strategy)</p> <p>ACRs</p> <p>WFP financial report and funding report</p> <p>Progress reporting for CSP activities</p> <p>Existing evaluations and assessments</p> <p>Malawi Zero Hunger Review</p> <p>CSP MTR</p> <p>Government policies and plans</p> <p><u>Consultations:</u></p> <p>WFP stakeholders, including, among others: CD, DCD, SO managers, Policy &amp; Partnerships, M&amp;E, VAM</p> <p>Government officials at both national and subnational levels</p> <p>Donor representatives</p> <p>Representatives of other UN agencies</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis  | Lines of inquiry  | Indicators  | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|---|---|---|---|--|
| 2.3.3 Capacity strengthening  | <p>Assessing the extent to which capacity strengthening objectives have been achieved among government institutions</p> <p>Extent to which any capacity achievements are sufficient to sustain social protection/safety nets, food systems/food security, and humanitarian response programming</p> | <p>Evidence/documentation cites capacity achievements</p> <p>Stakeholder perceptions regarding WFP contributions to strengthened government capacity, at national and subnational levels</p> <p>Stakeholder perceptions regarding government capacity for resourcing availability – disaggregated by activity and SO</p> <p>Analysis of perceptions of qualified observers about how sustainable WFP-supported systems, services and capacity are likely to be, and why</p> | <p><u>Documents:</u></p> <p>ACRs</p> <p>CSP MTR</p> <p>WFP internal reports on capacity strengthening activities</p> <p>Existing evaluations and assessments</p> <p>WFP CCS briefs and toolkit</p> <p>CSP activity strategy documents (e.g. school feeding strategy)</p> <p>Progress reporting for CSP activities</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p> <p>WFP stakeholders, including, among others: CD, DCD, SO managers, Policy &amp; Partnerships, M&amp;E, VAM</p> <p>Representatives of donors and other UN agencies</p> <p>CP representatives</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |
| <b>2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian assistance and development cooperation?</b> |   |   |   |  |
| 2.4.1 Synergies between crisis preparedness and   | Extent to which CSP balanced emergency preparedness and   | Evidence exists in programme documentation citing opportunities for balancing the   | <p><u>Documents:</u></p> <p>CSP and budget revision documents</p>   | Document review using review tool to identify recurrent themes, emerging issues and trends   |

| Dimensions of analysis  | Lines of inquiry   | Indicators   | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|---|--|--|--|--|
| response and resilience building  | <p>response with interventions aimed at development</p> <p>Extent to which WFP activities have been conducive for strengthening linkages between humanitarian and development work</p> <p>Linkages between WFP programmes and other initiatives led by the Government and other humanitarian and development actors</p> <p>Extent to which linkages across SOs were created and managed</p> <p>Level of awareness of potential tensions and how these were managed</p> | <p>humanitarian and development portfolios within the CSP</p> <p>Stakeholder perceptions of WFP's ability to balance its humanitarian and development portfolio within the CSP</p> <p>Evidence of linkages between WFP programmes and government initiatives and national systems</p> <p>Degree of synergies or convergence between WFP and other humanitarian and development actors</p> <p>Perceptions on the complementarity of humanitarian and development interventions in the CSP in a coherent manner that can lead to scaling up and scaling out</p> <p>Examples of CSP activities that place dual emphasis and complementarity between humanitarian and development approaches</p> | <p>WFP ACRs/Standard Project Reports</p> <p>CSP MTR</p> <p>Annual reports for UN Malawi</p> <p>Existing evaluations, assessments and audit reports</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p> <p>WFP stakeholders, including, among others: CD, DCD, SO managers, Policy &amp; Partnerships, M&amp;E, VAM</p> <p>Representatives of other UN agencies</p> <p>Donor representatives</p> <p>CP representatives</p> | <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |
| <b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?</b> |  |  |  |  |
| <b>3.1 To what extent were outputs delivered within the intended timeframe?</b>   |  |  |  |  |
| 3.1.1 Timeliness of delivery  | Extent to which planned activities and outputs were delivered within the intended timeframe  | Evidence in WFP reporting on delivery time of goods, services, activities compared with intended timeframes  | <p><u>Documents:</u></p> <p>Implementation plans and actuals</p> <p>Annual Performance Plans</p>   | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic</p>  |

| Dimensions of analysis  | Lines of inquiry   | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>   |
|---|--|--|---|---|
|   | <p>Extent to which allocated funding was disbursed within intended timeframes</p> <p>Extent to which the COVID-19 pandemic affected WFP's ability to deliver interventions in a timely manner (<b>Theme of Interest 5</b>)</p> <p>Factors (internal and external) contributing to or impeding timely delivery of WFP interventions</p> <p>Main consequences of delays from affected population perspective</p> | <p>Stakeholder perceptions of timeliness of WFP delivery of goods, services and activities</p> <p>Disbursement rates (expenditure vs mobilized) per cost category (total direct costs, DSC, ISC, overall budget), per SO, per activity, per year</p> <p>Evidence on the effects of the COVID-19 pandemic on timeliness of delivery of intended goods, services and activities</p> <p>Evidence of consistency of on-time performance over the period of the CSP</p> <p>Evidence that budgetary resources were made available on time, and of level of utilization of assigned budget by budget line</p> <p>Evidence of time-bound grants being fully utilized for their intended purpose or under-utilized and returned</p> | <p>ACRs</p> <p>MTR report</p> <p>CSP documents and annual reports; budget reports; monitoring reports and data on timing of delivery to beneficiaries over time; supply chain data; complaints and feedback data</p> <p>Results reporting and monitoring tools</p> <p><u>Consultations:</u></p> <p>WFP staff: Budget and Financing, Supply Chain, VAM, M&amp;E, Emergency Coordinator</p> <p>Government officials at national and subnational levels</p> <p>CP representatives</p> <p>Interviews and meetings with responsible CO and Area Office managers and officers, implementers, government officials; beneficiary representatives and other stakeholders</p> <p>FGDs with beneficiaries</p> <p>Donor representatives</p> | <p>coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data</p> <p>Efficiency analysis</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |
| <p><b>3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?</b></p> |  |  |   |   |

| Dimensions of analysis                          | Lines of inquiry   | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>   |
|---|--|--|---|---|
| <p>3.2.1 Coverage<br/>(Theme of Interest 2)</p> | <p>Extent to which different WFP interventions and modalities reached intended beneficiaries (M/F)</p> <p>Factors (internal and external) that contributed to and/or impeded effective targeting and coverage of intended beneficiaries, including the most vulnerable women, men, girls and boys</p> <p>Extent to which information from mapping and needs analysis, requests from government for changes in targeting, fluctuations in availability of resources for activities, during CSP implementation led to major changes in targeting and implementation plans</p> <p>Extent to which targeting approaches take into consideration the need to build connections between emergency response and resilience activities</p> | <p>Evidence on levels of coverage of all segments of vulnerable communities and proportion of overall needs of WFP's intended beneficiaries met</p> <p>Evidence or perception of accuracy, in terms of size of errors of inclusion and exclusion, of beneficiary (F/M) targeting mechanisms and identification systems in place</p> <p>Number and type of factors that contributed to and/or impeded delivery to the most vulnerable women, men, girls and boys</p> <p>Evidence that targeting is based on up-to-date and comprehensive mapping and needs assessments</p> <p>Evidence that approaches to targeting gave priority to building and strengthening the connection from emergency response to resilience, as per the CSP's shift towards an integrated approach</p> <p>Evidence that changes in the context, in the circumstances of key populations, challenges for government, or resource availability led to appropriate shifts in targeting, implementation plans and resource utilization</p> | <p><u>Documents:</u></p> <p>CSP and budget revision documents</p> <p>NBP and Implementation Plans</p> <p>COMET data</p> <p>ACRs</p> <p>CFRM reporting</p> <p>Reports generated by VAM unit, including needs assessments, market situation analyses, profiling reports</p> <p>PDM reports</p> <p><u>Consultations:</u></p> <p>WFP staff, including: M&amp;E, VAM, Gender &amp; Protection, AAP, Supply Chain</p> <p>FGDs with beneficiaries, including vulnerable segments of affected populations</p> <p>Interviews with CPs, government officials and other stakeholders.</p> <p>Donor representatives</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (gender-disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |



| Dimensions of analysis  | Lines of inquiry   | Indicators  | Data sources   | Data collection techniques analysis <sup>18</sup>   |
|---|--|---|--|---|
| <b>3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?</b> |  |   |  |   |
| 3.3.1 Cost efficiency   | <p>Main cost drivers for the different activities and for the CO as a whole</p> <p>Type, extent and effects of measures taken by CO to reduce costs</p> <p>Extent to which CSP set out and followed guidelines or standards for cost efficiency in delivery of assistance</p> <p>Extent to which WFP was able to demonstrate or facilitate cost efficiency in food systems.</p> <p>Extent of economy and efficiency in provision of supply chain, logistics services</p> | <p>Evidence that cost effectiveness analysis was included in the CSP design and in the MTR of the CSP</p> <p>Evidence from analysis of selected unit costs</p> <p>Cost per operation</p> <p>Cost per activity</p> <p>Evidence or perception of main factors that explain cost changes over time, differences between activities and comparable countries</p> <p>Evidence of cost-saving measures taken by the CO and of their effectiveness and sustainability, e.g. factors considered on partnerships and contracting of implementers and suppliers</p> <p>Evidence that the CO considers trade-offs to cost efficiency and monitors them to inform decision making on CSP implementation</p> | <p><u>Documents:</u></p> <p>Post-distribution monitoring reports</p> <p>ACRs</p> <p>Budget reports</p> <p>WFP CSP and budget revision documents</p> <p>NBP</p> <p>Implementation Plan</p> <p>COMP</p> <p>MTR reports</p> <p>Results reporting and monitoring tools</p> <p>Supply chain data</p> <p>Human resource data</p> <p><u>Consultations:</u></p> <p>WFP staff: Head of Programme, Heads of Unit, Budget and Financing, Supply Chain, Human Resources, M&amp;E</p> <p>Cooperating partners: private sector</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Efficiency analysis</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |
| <b>3.4 To what extent were alternative, more cost-effective measures considered?</b>          |  |   |  |   |
| 3.4.1 Alternative approaches  | Extent to which the exploration of alternative approaches for cost-effective measures and transfer   | Evidence of cost effectiveness analyses and comparisons of different intervention approaches that informed choice of transfer   | <p><u>Documents:</u></p> <p>CSP and budget revisions</p> <p>Cost effectiveness study reports</p>   | Document review using review tool to identify recurrent themes, emerging issues and trends  |

| Dimensions of analysis | Lines of inquiry   | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|------------------------|--|--|---|--|
|                        | <p>modalities were integrated into the CSP</p> <p>Degree to which WFP was able to identify alternative approaches for addressing COVID-19 response requirements</p> <p>Extent to which cost efficiency of activities was operationalized, monitored and reported on a regular basis.</p> <p>Extent to which considerations of cost efficiency were included in the agenda for discussions with government and partners</p> <p>Extent to which information on costs was factored into decision making on emergency responses</p> <p>Extent to which information on costs was factored into decision making on cash-based (CBT) vs in-kind transfers</p> | <p>modality and decision making on COVID-19 response</p> <p>Evidence that cost effectiveness comparisons were used to inform decisions regarding the choice of intervention options, next to other considerations such as the practical, political and social feasibility and acceptability, funding, and potential negative social and environmental impact of those options</p> <p>Examples of deployment of innovative solutions that support market-based interventions as well as emergency preparedness and response,</p> <p>Whether situations arose during emergency response where requirements for urgency outweighed concerns for cost efficiency</p> | <p>WFP budget, financial and funding reports</p> <p>Resource mobilization reports and funding situation</p> <p>Implementation Plan</p> <p>ACRs</p> <p>WFP Supply Chain Optimization Guidelines</p> <p>WFP ethical standards for procurement and contracting in SC functions</p> <p>UN, NGO, and other stakeholder plans and reports for preparedness and response, logistics and supply chain operations</p> <p>Logistics Cluster reports and WFP situation reports</p> <p>CO programme &amp; budget pipeline information</p> <p>COMPAS &amp; LESS reports/data queries</p> <p>Information available from local traders</p> <p>M&amp;E reports</p> <p><u>Consultations:</u></p> <p>Interviews with government, UNCT, donors and implementing partners</p> | <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis  | Lines of inquiry   | Indicators   | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|---|--|--|--|--|
|   |  |  | WFP stakeholders, including, among others: CD, DCD, SO managers, Supply Chain Policy & Partnerships, M&E, Finance  |  |
| <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> |  |  |  |  |
| <b>4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?</b>   |  |  |  |  |
| 4.1.1 Resource mobilization strategies  | <p>Extent to which resource mobilization met CSP forecast financing needs (by activity and SO)</p> <p>Adaptation of CO resource mobilization strategy to changing contexts within the CSP</p> <p>Implications of the evolving donor and government funding landscape</p> <p>Extent to which introduction of the CSP approach had effects on CO ability to mobilize resources</p> | <p>Evidence in documentation of resource forecasting guiding CSP designs – disaggregated by SO</p> <p>Evidence regarding actions taken to adapt to resource mobilization changes throughout the CSP – disaggregated by SO</p> <p>Evidence referencing barriers for resourcing – disaggregated by CSP SO</p> <p>Evidence for changes in levels of flexible or multi-year funding provided by donors before and after the introduction of the CSP</p> <p>Evidence in documentation regarding functioning of CSP finance and budget structure for adaptiveness and resourcing</p> <p>Evidence of dialogue with donors to press for changes in allocation patterns to facilitate full implementation of all components of the CSP and an appropriate</p> | <p><u>Documents:</u></p> <p>CSP and budget revision documents</p> <p>CSP MTR</p> <p>WFP ACRs/Standard Project Reports</p> <p>WFP funding and resource situation reports</p> <p>Partnership Action Plan</p> <p>Project reports and proposals submitted to donors</p> <p>Other documents related to financial reporting and donor relations at CO</p> <p><u>Consultations:</u></p> <p>WFP stakeholders, including, among others: SO managers, Finance</p> <p>Donor representatives</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis   | Lines of inquiry  | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|--|---|--|---|--|
|  |   | <p>balance among programming components</p> <p>Stakeholder perceptions of WFP's capacity for resource mobilization, and the effect of introducing the CSP on resource mobilization, or lack thereof</p>  |   |  |
| <b>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?</b> |   |  |   |  |
| <p>4.2.1 Monitoring and evaluation in support of evidence-informed decision making</p>   | <p>Extent to which M&amp;E systems are set up to monitor progress against outputs and outcomes of the CSP and can be adapted to monitor CO ToC</p> <p>Extent to which appropriate indicators are used to measure progress</p> <p>Assessment of the timeliness and quality of data collected, data analysis, and reporting</p> <p>Extent to which M&amp;E evidence includes gender- and age-disaggregated data and informs strategic and operational decision making by CO and CPs</p> | <p>Percentage of output and outcome indicators that have been monitored over time</p> <p>Quality and usefulness of monitoring data collection methods and instruments</p> <p>Evidence of innovative approaches taken by CO to circumvent M&amp;E challenges (e.g. data gaps)</p> <p>Evidence that M&amp;E data (including gender- and age- disaggregated) is timely, informing strategic and operational decision making</p> <p>Stakeholder perceptions on utility of M&amp;E data</p> <p>Perceptions among programme managers at WFP CO, and CPs, on whether M&amp;E systems cater to their information needs for decision making</p> | <p><u>Documents:</u></p> <p>Logical framework and indicators</p> <p>Monitoring data in COMET ACRs and SPRs</p> <p>Annual Performance Plans, and other annual performance planning documents</p> <p>Risk management tools and processes</p> <p>Miscellaneous reports (available through the CO or online) on cost efficiency and effectiveness of operations</p> <p>CSP MTR</p> <p>M&amp;E reports</p> <p>Existing evaluations and assessments</p> <p>Reports to donors</p> <p><u>Consultations:</u></p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis   | Lines of inquiry  | Indicators  | Data sources  | Data collection techniques analysis <sup>18</sup>  |
|--|---|---|---|--|
|  |   | Evidence of access to, and use of, M&E data by CPs  | WFP CO staff: SO managers, M&E<br>Donor representatives   |  |
| <b>4.3 How did partnerships and collaborations with other actors influence performance?</b>  |   |   |   |  |
| 4.3.1 Appropriateness and effectiveness of partnerships to support implementation of the CSP | <p>Extent to which WFP has sought and utilized partnerships to further the CSP agenda</p> <p>Extent to which WFP CO partnership practices enabled/limited strategic engagement with cooperating partners, private sector, government, and other actors in line with the ToC</p> <p>Ways in which WFP coordinates planning, service delivery and assistance with the Government, UNCT/HCT, other international partners and donors</p> | <p>Evidence of CO engaging in strategic partnerships with government and other actors in implementing the CSP</p> <p>Evidence of shifts in partnerships and partnership practices in order to adapt to changing context and respond to ToC (length of FLAs, partners implementing multiple activities)</p> <p>Evidence of differentiated level of cooperation and coordination with partners that are based on common recognition WFP's comparative advantage</p> <p>Evidence of WFP harmonized strategic approaches through the UNCT, sectors/clusters and working groups</p> <p>Perception of government, CPs, the private sector and other national actors on WFP partnership practices</p> <p>Perceptions of government and other UN agencies on increased coordination of actions with WFP during CSP period</p> | <p><u>Documents:</u></p> <p>CSP and consecutive budget revisions</p> <p>ACRs</p> <p>Partnership Action Plan</p> <p>MoU, FLAs and partnership agreements</p> <p><u>Consultations:</u></p> <p>WFP CO staff: SO managers, partnerships</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |

| Dimensions of analysis  | Lines of inquiry  | Indicators  | Data sources   | Data collection techniques analysis <sup>18</sup>  |
|---|---|---|--|--|
| <b>4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?</b>   |   |   |  |  |
| 4.4.1 Appropriate staffing  | <p>Extent to which existing (human) resources are sufficient and have the required competencies to deliver CSP interventions and to ensure synergies among these</p> <p>Extent to which knowledge, capacities and tools are transferred/provided to staff, including effective handover mechanisms</p> <p>Extent to which human resources were efficiently allocated to deliver planned interventions</p> | <p>Degree of effectiveness of allocation of human resources to SOs</p> <p>Evidence of matching position levels and contract types with planned interventions</p> <p>Evidence of organograms set up in support of CSP priorities, including the integrated programming approach</p> <p>Degree of CO success in retaining staff, minimizing turnover and in effective recruitment of staff members with requisite skills and experience (e.g. via length of time taken to fill positions at CO; proportion of vacant positions at CO)</p> <p>Number and type/level of positions held by women/men</p> | <p><u>Documents:</u></p> <p>CO staff statistics</p> <p>CO organograms</p> <p>Documents related to CO organizational realignment</p> <p>ACRs</p> <p>Internal reports on training conducted at SO</p> <p><u>Consultations:</u></p> <p>WFP CO staff, Human Resources, Finance</p> | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p> |
| <b>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?</b> |   |   |  |  |
| 4.5.1 Other factors affecting WFP's performance   | <p>Extent of oversight and quality of support provided by RBJ and by relevant HQ divisions</p> <p>Extent to which WFP CO took steps to foster a shift in internal culture related to the integrated ToC</p>   | <p>Evidence in documentation related to factors affecting results along each impact pathway in the ToC (disaggregated by SO and activity)</p> <p>Stakeholder perceptions on internal and external factors that affected WFP performance</p>   | <p><u>Documents:</u></p> <p>Internal and external situation reports</p> <p>WFP operational briefs</p> <p>Existing evaluations and assessments</p> <p><u>Consultations:</u></p>   | <p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p>  |

| Dimensions of analysis | Lines of inquiry  | Indicators   | Data sources  | Data collection techniques analysis <sup>18</sup>                                     |
|------------------------|---|--|---|---|
|                        | Role of the UNSDCF and UN RC system in enabling/limiting WFP operations (including during COVID-19) | Evidence on types and levels, and consistency, of support provided to CO for CSP implementation by RBJ and HQ<br>Evidence of delays, disruptions and blockages and measures to resolve or work around them | WFP staff, government stakeholders, implementing and cooperating partners, UN Resident Humanitarian Coordinator, UNCT and other relevant actors along the HDP nexus | Triangulation across data collection methods and sources, and across lines of inquiry |

# Annex 8: Methodology

21. The evaluation used a mixed-methods approach, using both primary and secondary, as well as qualitative and quantitative data.

## DATA COLLECTION METHODS

### Desk review

22. A review of relevant literature was carried out as part of the inception and appraisal phases (see [Annex 17: Bibliography](#)). The documents reviewed contributed to the design of the data collection, helping to identify missing data and refining sub-questions, themes of interest and avenues of research. The study also made it possible to establish the list of stakeholders and intervention sites to define the sampling and evaluation data collection methods. Quantitative data/documents analysed throughout the evaluation included performance data, expenditures, and fund allocations.

### Key informant interviews

23. Interview guides for key informant interviews (KIIs) were developed for the country strategic plan (CSP) stakeholders at both national and subnational levels, including WFP, UN, donors, cooperating partners, and government (including local government authorities and district council members). The KIIs lasted for about one hour. Overall, the evaluation team interviewed 121 individuals (69 men, 52 women). See table below for numbers of interviewees by stakeholder category.

**Table 15 KIIs by stakeholder category**

| Key informant interviews                                       |                     |
|--|---------------------|
| Stakeholder category   | No. of interviewees |
| WFP country office   | 32                  |
| WFP sub-offices  | 5                   |
| National Government  | 22                  |
| Subnational government   | 15                  |
| UN agencies  | 15                  |
| Cooperating partners   | 18                  |
| Private sector or parastatal organizations                     | 7                   |
| Donors (including international financial institutions (IFIs)) | 7                   |
| <b>Total number of men</b>                                     | <b>69</b>           |
| <b>Total number of women</b>                                   | <b>52</b>           |

Some interviews were conducted in groups (2–3 respondents). This was done for stakeholders from the same ministries/organizations and, especially, for those who were from the same units/departments. This grouping was based on the recommendations from the country office during the data collection phase. Details of the stakeholder groups consulted are provided in [Annex 9: Data collection tools](#).



### Focus group discussions with affected populations

24. Focus group discussions (FGDs) lasted 1.5 to 2 hours each. FGDs with beneficiaries from host community populations (i.e. all site visits except for Dzaleka refugee camp) were jointly facilitated by the evaluation team's international and national consultants in Chichewa (the *lingua franca* of Malawi).

25. FGDs with refugees were facilitated by the evaluation team's international consultants, accompanied by interpreters that were hired at the Dzaleka refugee camp, with notes taken by the team in English. The refugee population in Dzaleka camp comprises several nationalities and language groups, with significant proportions from the Democratic Republic of the Congo, Rwanda, and Burundi. As such, the FGDs for refugee participants were organized according to their language group, and interpreters with the corresponding language capabilities were hired as relevant. Prior to commencing the FGDs, the evaluation team conducted an orientation session with the interpreters to introduce the evaluation's objectives and scope and the focus group questions.

26. The evaluation team conducted FGDs with a total of 443 individuals (190 men, 253 women). See table below for numbers of FGD participants by location.

**Table 16 Number of FGD participants by location**

| Focus group discussions |                     |
|-------------------------|---------------------|
| Location                | No. of participants |
| Salima                  | 114                 |
| Zomba                   | 150                 |
| Chikwawa                | 120                 |
| Dzaleka refugee camp    | 57                  |
| Total number of men     | 190                 |
| Total number of women   | 253                 |
| <b>Total</b>            | <b>443</b>          |

### COVID-19 protocols

27. Restrictions to public gatherings in Malawi during the field mission allowed for conducting FGDs in either indoor or outdoor settings. The evaluation team continued to monitor and adhere to all COVID-19 measures and protocols set by the Government of Malawi. Evaluation team members observed personal protection measures, such as wearing face masks, maintaining a safe distance from others, avoiding physical contact, and using hand sanitizer regularly. They also distributed face masks to respondents at the beginning of each FGD.

## SAMPLING CRITERIA

### Project site selection

28. Each project site visit included FGDs with beneficiaries, KIIs with WFP field teams, local authorities, and cooperating partners as well as direct observations of project assets. These modalities are outlined and explained in the following sections of this annex.

29. The evaluation team selected the following districts/sites which were visited during the data collection phase: Dzaleka refugee camp, Chikwawa, Salima, and Zomba. The selection of these sites was based on the following criteria:

- Integration of programmatic activities (different types of interventions across strategic outcomes (SOs) present during the 2019–2021 period)
- Where surveys of beneficiaries had already been conducted through country office monitoring (aiming at complementing the country office's existing data)
- Including districts facing chronic food insecurity
- For SO2, prioritizing districts where home-grown school feeding had been delivered, and including one district where this had been done through the Joint Programme on Girls' Education

- For SO4, districts where graduation of beneficiaries in the integrated resilience programme was mixed in 2021 (i.e. including beneficiaries that continue to receive direct transfers, and also beneficiaries receiving only technical support),<sup>21</sup> and where activities were delivered through the PROSPER programme and the Adaptation Fund project.

#### *KII sampling criteria*

30. The following four criteria were used to select stakeholders at national and subnational levels:

1. Information richness (Are the respondents sufficiently familiar with the role of WFP and its activities to provide insights?)
2. Accessibility (Can the stakeholders be accessed by the evaluation team?)
3. Gender (Does the mix of stakeholders represent gender diversity?)
4. Diversity (Does the mix of stakeholders represent a diversity of perspectives from national and subnational stakeholders?)

31. Selection sought to ensure that, where it was feasible, women, persons with disabilities, and other under-represented groups were included among the respondents. The final selection of stakeholders (groups and entities) was made in consultation with WFP personnel, based on the evaluation team's initial stakeholder mapping. The evaluation team and WFP country office ensured that introductory letters to external stakeholders were sent out sufficiently in advance of the data collection mission (approximately one month in advance, based on advice of country office staff). The actual persons invited depended on consultation with the country office and local partners.

32. Some interviews were conducted in groups (2–3 respondents). This was done for stakeholders from the same ministries/organizations and, especially, for those who were from the same units/departments. This grouping was based on the recommendations from the country office during the data collection phase. Details of the stakeholder groups consulted are provided in **Annex 10: List of stakeholders consulted**.

#### *FGD participant selection criteria*

33. The selection of the specific persons invited to each FGD depended on WFP country office and field teams' inputs. Gender and other inclusion considerations (such as persons with disabilities) were taken into account in the selection of participants. The evaluation aimed for all FGDs to be carried out separately for women and men. However, it was not able to do so (see limitations section). The final selection of participants depended on maximizing the four criteria mentioned above on CSP level stakeholder KIIs and were made in consultation with WFP personnel, taking into consideration any necessary protocols that needed to be followed with the traditional authorities.

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<sup>21</sup> This classification of districts is used in WFP. 2021. Integrated Resilience Programme 2019-2021 – Outcome Monitoring Survey Report. October 2021.

**Table 17 Summary of districts selected and criteria**

| District                    | Traditional authorities   | Notes on context and travel considerations   | WFP interventions present 2019–2022                      |   |   |  |   |     |                               |
|-----------------------------|---|--|--|---|---|--|---|-----|-------------------------------|
|                             |   |  | SO1  | SO2   | SO3   | SO4  | SO5   | SO6 |                               |
| <b>Dzaleka refugee camp</b> | n/a   | Central region<br>Malawi's only refugee camp, located in close proximity to the town of Dzaleka<br><br>Located near Lilongwe, 1–2 hours' drive | ✓ Refugee assistance; several surveys conducted via PDMs |   |   |  |   |     | ✓ Mobile storage unit present |
| <b>Chikwawa</b>             | <b>Maseya Ngabu</b>   | Southern region<br>Faces severe chronic food insecurity; affected by lean seasons and floods<br><br>Approximately 1.5-hour drive from Blantyre | ✓ Flood response 2022                                    | ✓ HGSF and take-home rations; several surveys conducted via PDMs            | ✓ Nutrition-sensitive programming; outcome monitoring surveys conducted 2019–2021 | ✓ Mixed – transfers and TA in 2021<br><br>Covered by PROSPER programme | ✓ Humanitarian staging area located in neighbouring Nsanje district |     |                               |
| <b>Salima</b>               | <b>Pemba Kuluunda</b>   | Central region<br>Affected by lean seasons   | ✓ Covered by lean season response                        | ✓ HGSF (via JPGE) and take-home rations; several surveys conducted via PDMs |   |  |   |     |                               |
| <b>Zomba</b>                | <b>Nkagula</b> (covered by Adaptation Fund and LSR in 2020–2021, and school feeding) – purposively sampled, and validated by CO | Southern region<br>Affected by lean seasons  | ✓ Covered by lean season response                        | ✓ HGSF and take-home rations; several surveys                               | ✓ Nutrition-sensitive programming; outcome monitoring surveys                     | ✓ Mixed – transfers and TA in 2021<br><br>Covered by Adaptation        |   |     |                               |

| District | Traditional authorities   | Notes on context and travel considerations | WFP interventions present 2019–2022 |                    |                     |              |     |     |
|----------|---|--|-------------------------------------|--------------------|---------------------|--------------|-----|-----|
|          |   |  | SO1                                 | SO2                | SO3                 | SO4          | SO5 | SO6 |
|          | <p><b>Mlumbe</b> (not included in Adaptation Fund, but was covered by LSR, school feeding, nutrition programming and integrated resilience) – two-step sampling, purposively to ensure all SOs 1 to 4 covered, then random sampling</p> |  |                                     | conducted via PDMs | conducted 2019–2021 | Fund project |     |     |

## DATA ANALYSIS

34. To analyse data, the evaluation team employed several analytical techniques including descriptive analysis, qualitative data analysis, quantitative analysis and descriptive statistics, and gender analysis.

### *Coding of qualitative data*

35. Dedoose software was used to code all of the KIIs into themes and to identify overarching patterns. Dedoose was structured according to a coding tree based on the evaluation matrix and used to classify demographic data (e.g. gender, stakeholder group, location) to identify patterns. Evaluation team members met regularly throughout data analysis to exchange, ask questions, and discuss whether any adjustments are needed.

### *Triangulation*

36. Triangulation was used to ensure the reliability of information and to increase the quality, integrity, and credibility of the evaluation findings and conclusions. The evaluation team attempted – to the greatest extent possible – to base individual findings on several lines of inquiry and data sources. The evaluation report explicitly indicates cases where triangulation has not been possible. Data analysis was also enriched by feedback provided by stakeholders during the preliminary findings debrief.

## LIMITATIONS

37. Overall, the evaluation’s methodological approach did not change from what was set out in the Inception Report. COVID-19 did not affect the evaluation’s methodology and there was no need to adjust data collection methods in response to COVID-19. The main limitations of the evaluation and related mitigation strategies are noted below:

- The evaluation was only able to conduct separate FGDs for women and men in one community. This was despite requests for the FGDs to be conducted as such, conveyed by the evaluation team and WFP staff, to community members that were tasked with gathering individuals to participate in the FGDs. Nevertheless, notes for FGDs were taken in a manner such that an individuals’ gender was also recorded, alongside their responses to discussion questions.
- The evaluation did not draw upon CSP monitoring data for 2022, as it was not available. The data collection phase of the evaluation was conducted in August–September 2022. Data collection for CSP monitoring conducted by the country office is planned to take place in the September–November period every year, which in turn means monitoring data are only made available and inputted into COMET by the country office in December. Nevertheless, the evaluation drew upon available documents and stakeholder feedback (via KIIs and FGDs) to shed light on CSP performance in 2022.
- The evaluation did not conduct a site visit HSA in Nsanje as was initially planned in the inception report, due to the evaluation team member assigned with the visit falling ill during the week in which the visit was scheduled. To mitigate this, interviews with stakeholders at the HSA were conducted remotely, and documents related to the HSA were requested and reviewed. Furthermore, following recovery from illness, the assigned evaluation team member conducted a visit of WFP’s storage facilities in Lilongwe in the following week.
- An evaluability challenge for the evaluation was the notion that the original Needs Based Plan (NBP) as conceived for the CSP was unrealistic and overblown. Its estimates for annual budgets were based on the 2018 budget, which was particularly large given the emergency response to the floods that occurred in early 2018. The 2018 budget was in turn multiplied by the number of years under the CSP to derive the overall budget and linked NBP. However, in years without natural disasters, it is unrealistic to expect WFP Malawi to receive similarly high levels of funding. Overall, this subtracted from the extent to which the NBP stands as a realistic target for required resources, for the purposes of the evaluation.
- There was an overall lack of data sources providing quantitative information for performance under SOs 5 and 6. There were no CSP monitoring data for outcome-level indicators for SOs 5

and 6, and there are no PDMs, nor outcome or output monitoring activities conducted for either SO that are explicitly tied to reporting on the corporate results framework. To mitigate this, the evaluation relied on ACR narrative sections that include qualitative information on CSP performance for SO5, and secondary data sources that were available for interventions within the SO, related to MVAC capacity strengthening, emergency supply chain preparedness for disaster resilience, and food systems strengthening. Furthermore, the evaluation also relied on stakeholder perceptions through interviews with government and other humanitarian actors to gather their feedback on WFP's capacity strengthening interventions, the performance of WFP's supply chain activities, WFP's services on emergency logistics coordination (through the Logistics Cluster), and its on-demand services for humanitarian assistance.

## **GENDER EQUALITY AND WOMEN'S EMPOWERMENT CONSIDERATIONS**

38. In accordance with UN Evaluation Group (UNEG) Guidance on Integrating Gender Equality and Human Rights in Evaluation,<sup>22</sup> gender equality and human rights considerations were integrated in the adaptation of questions and indicators, data collection and analysis methods, and in report findings, conclusions, and recommendations. The CSP articulated the intention to pursue gender transformative programming in areas of food security and nutrition and the country office confirmed that it has begun to address negative social norms, especially through joint programming. The evaluation considered if and how WFP Malawi operationalized the twin-track programming strategy (gender mainstreaming in all activities as well as targeted activities on GEWE) envisioned by the WFP Gender Policy 2015–2020, conducted gender analysis prior to the design of interventions, collected gender-disaggregated data, and allocated a dedicated budget for gender activities. It also sought to identify whether WFP CSP implementation, under the different activity areas, had different effects on women and men. The overall approach and sampling considered vulnerabilities from an intersectional perspective and ensured that voices of marginalized groups were heard as part of the evaluation process.

## **ETHICAL CONSIDERATIONS AND RISKS**

39. This evaluation conforms to the 2020 UNEG Ethical Guidelines.<sup>23</sup> All members of the evaluation team signed an ethical commitment and confidentiality agreement. Data collection was conducted in accordance with "do no harm" principles in a manner sensitive and appropriate to geographic and cultural contexts and prevailing socio-cultural and gender norms. The evaluation team reports an absence of conflicts of interest and ensured that the evaluation was conducted without undue influence. The evaluation was also guided by the desire to process information transparently, in a fair and balanced way that takes into account different points of view.

40. All data (those provided by WFP and those collected by the evaluation team) were archived on Universalis's internal secure server. The Government of Canada has granted our server a Secret-level security clearance and access is limited to a limited number of company employees. The server has a double backup system so that information can be recovered in case of loss or accidental deletion.

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<sup>22</sup> UNEG. 2014. Integrating Human Rights and Gender Equality in Evaluations.

<sup>23</sup> UNEG. 2020. Ethical Guidelines for Evaluation.

# Annex 9: Data collection tools

| Internal (WFP) stakeholders  |
|--|
| <p><b>EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b></p> <p><i>Evidence-based definition of CSP strategy and programming approach</i></p> <ul style="list-style-type: none"> <li>• Were there any evidence gaps in relation to food security and nutrition issues, gender inequalities and national capacity gaps at the time of CSP design?</li> <li>• How has WFP strategy for targeting evolved over the period, in each activity area? What have been some of the trade-offs in maintaining a focus on the needs of the most vulnerable?</li> </ul> <p><i>Alignment with wider UN and international community</i></p> <ul style="list-style-type: none"> <li>• How strongly have WFP interventions been connected to other actors working in the same geographical areas, with similar target groups, or with similar partners?</li> <li>• What was the WFP partnership strategy to support the CSP in terms of the range and type of partners? What have been the key challenges?</li> </ul> <p><i>Internal coherence and logic of CSP design</i></p> <ul style="list-style-type: none"> <li>• To what extent has WFP's approach to food system strengthening and market access support for smallholder farmers been coherent and strategically linked to strengthen the wider food system in Malawi?</li> </ul> <p><i>Relevance of WFP in light of changing context, national capacities, and needs</i></p> <ul style="list-style-type: none"> <li>• How has WFP remained relevant during the CSP implementation, particularly in relation to the COVID-19 pandemic? How did context analysis/risk assessment inform any shifts?</li> </ul>  |
| <p><b>EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?</b></p> <p><i>Achievement of CSP outputs and outcomes</i></p> <ul style="list-style-type: none"> <li>• To what extent has WFP achieved its plans in relation to its six strategic outcomes? Can you provide examples of the most important results, in your view?</li> <li>• What enabled or hindered the achievement of planned activities, outputs, and outcomes?</li> </ul> <p><i>Performance of logistics and supply chain and related services</i></p> <ul style="list-style-type: none"> <li>• To what extent did WFP supply chain services support the development/evolution of food systems and assist partners? Were environmental impacts considered as part of WFP interventions?</li> <li>• To what extent have enhanced supply chains been able to support outputs and outcomes SO2, SO4, SO5 and SO6?</li> <li>• To what extent did WFP's logistics service provision and support to the national Logistics Cluster reinforce Malawi's emergency preparedness and response capacity?</li> </ul> <p><i>Cross-cutting aims</i></p> <ul style="list-style-type: none"> <li>• How have cross-cutting aims been considered in the CSP? In particular, to what extent has the CSP supported more gender transformative approaches?</li> <li>• How were any tensions between cross-cutting aims and achievement of outputs addressed in terms of quality, GEWE, protection, and AAP?</li> <li>• How have WFP activities and outputs contributed to positive environmental outcomes and climate change-related effects, such as increased adaptation/resilience against climate shocks?</li> </ul> <p><i>Sustainability</i></p> <ul style="list-style-type: none"> <li>• Has suitable expertise been available to support capacity building activities and how well has programme planning been adapted for CCS?</li> </ul> |

|   |
|---|
| <ul style="list-style-type: none"> <li>• How has the issue of sustainability been approached from a financial and institutional perspective?</li> </ul> <p><i>Linkages between humanitarian assistance and development cooperation</i></p> <ul style="list-style-type: none"> <li>• To what extent have there been synergies between crisis response and transition models in resilience programming?</li> </ul>  |
| <p><b>EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?</b></p> <p><i>Timeliness</i></p> <ul style="list-style-type: none"> <li>• To what extent were activities/outputs delivered on time, and what either enabled or constrained interventions?</li> </ul> <p><i>Cost efficiency</i></p> <ul style="list-style-type: none"> <li>• To what extent were approaches explored for more cost-efficient measures such as in relation to market-based interventions, cash transfers, closure of the Blantyre sub-office, contracting CPs through multi-year FLAs, or any others? What have been the strengths in the CO's approach to cost efficiency and what may need to be improved?</li> </ul> <p><i>Coverage</i></p> <ul style="list-style-type: none"> <li>• How frequently was targeting reviewed for each activity and how was this performed?</li> </ul> <p><i>Cost effectiveness</i></p> <ul style="list-style-type: none"> <li>• How frequently was cost effectiveness analysis conducted at different levels (national, area and SO)? What have been the strengths in the CO's approach to cost effectiveness and what may need to be improved?</li> <li>• How were resource constraints managed and resources allocated to ensure effective delivery of assistance?</li> </ul>   |
| <p><b>EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b></p> <p><i>Resource mobilization</i></p> <ul style="list-style-type: none"> <li>• Was the original NBP realistic compared with funding expectations, and to what extent was there a need for it to be adapted to changing requirements?</li> <li>• What was the impact of any funding shortfall on coverage by SO, activity or geographical area? How were any challenges managed?</li> <li>• What was WFP's strategy to stimulate donor funding and how did funding streams evolve to support activities? What were the implications for the implementation of the CSP?</li> </ul> <p><i>Monitoring and evaluation in support of evidence-informed decision making</i></p> <ul style="list-style-type: none"> <li>• What were the strengths and challenges for CO reporting, monitoring, analysis, and use of externally generated evidence on the performance of the CSP? How effectively were M&amp;E systems able to monitor progress against outputs and strategic outcomes?</li> </ul> <p><i>Appropriateness and effectiveness of partnerships to support CSP implementation</i></p> <ul style="list-style-type: none"> <li>• To what extent did partnerships help to attain shared results in areas such as food systems strengthening? Which partnerships were the most valuable and effective? Which have had limitations?</li> </ul> <p><i>Country office human resources capacity</i></p> <ul style="list-style-type: none"> <li>• What was the approach to understanding human resource requirements, skills, and constraints in relation to organizational restructuring, including the strategic shift from operations to enabler in cooperation with government, UN agencies, and others?</li> </ul> <p><i>Other factors affecting WFP's performance</i></p> <ul style="list-style-type: none"> <li>• How well have WFP procedures, structures and processes supported flexible and adaptive programming in terms of management decision making and internal consultations, as well as mechanisms to avoid silos between SOs?</li> <li>• What other internal or external factors affected WFP's performance in implementing the CSP?</li> </ul> |
| <p><b>National Government – district councils and traditional authorities</b></p>   |



**EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?**

*Alignment to national priorities*

- How have the roles for WFP supported your area of responsibility (emergency assistance, social protection, school feeding, etc.)?
- In your view, how relevant is WFP's shift towards capacity strengthening, focusing on food systems and better positioning social protection, and resilience programming for vulnerable people and refugees?

*Comparative advantage of WFP*

- How does WFP compare to other agencies you work with? What do you see as WFP's areas of value and/or weaknesses?

*Relevance of WFP in light of changing context, national capacities, and needs*

- How quickly has WFP reviewed and adapted, when necessary, its strategic approach when there have been contextual changes? What has helped or prevented such adaptation?
- Have WFP's priorities and approach remained relevant over time, and during unexpected events such as COVID-19 or floods?

**EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?**

*Achievement of CSP outputs and outcomes*

- Some examples of WFP's areas of intervention include lean season response, refugee assistance, shock-responsive social protection, school feeding, integrated resilience and climate services, and emergency preparedness and response. Can you provide examples of what you consider to be the most important results of WFP programming in its different areas of intervention?

*Sustainability*

- How sustainable do you think the results have been? Do you feel that WFP has the right strategy in place to support results before withdrawing its direct support?

*Performance of logistics and supply chain and related services*

- To what extent did WFP's logistics service provision and support to the national Logistics Cluster reinforce Malawi's emergency preparedness and response capacity?

*Cross-cutting aims*

- How well has WFP addressed quality issues including gender, disability, youth engagement, humanitarian principles and equity?

*Linkages between humanitarian assistance and development cooperation*

- Who are the other actors working on these issues in this location? What is the extent of synergy or overlap?

**EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?**

*Timeliness*

- To what extent were WFP assistance and interventions timely?

*Coverage*

- To what extent is their assistance focused in areas of most need or well coordinated with others so that the most vulnerable groups have assistance?

**EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

*Monitoring and evaluation*

- What has been the quality and relevance of WFP reports shared with you? Were they on time and clear? Have you had input into ensuring the accuracy and fairness of WFP reporting?

*Country office human resources capacity*

- To what extent did WFP field offices have the appropriate expertise and experience to deal with key priorities, including cross-cutting themes and issues?

*Other factors*

- What other internal or external factors affected WFP's performance in implementing the CSP?

**UN Country Team**

**EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?**

*Evidence-based definition of CSP strategy and programming approach*

- Was your organization consulted for the CSP development, how did it influence the design, and were there any evidence gaps identified in relation to food security and nutrition-sensitive approaches, gender inequalities and national capacity gaps?

*Alignment with wider UN and international community*

- To what extent do you consider it appropriate for WFP take on the role as an enabler, for example on food systems strengthening and capacity strengthening? How consistent and connected are their approaches to those of your agency, or of other UN organizations?
- How strongly have WFP interventions been coherent and linked to other actors working in the same geographical areas, with similar target groups, or with similar partners?
- What are WFP's comparative advantages within the UN family? How well have these contributed to the collective aims of, for example, the UNSDCF?
- How well has WFP cooperated, shared information, and worked with your agency, and with the UNCT/RBAs in general?

*Alignment to national priorities*

- How has the CSP been aligned to national priorities, plans, policies, and systems?
- What are the strengths of WFP's strategy and capacity in relation to national priorities and strategies? Where is there room for improvement?

*Relevance of WFP in light of changing context, national capacities, and needs*

- How quickly has WFP reviewed and adapted its strategic positioning when there were contextual changes?
- How has WFP remained relevant during the CSP implementation, particularly in relation to the COVID-19 pandemic?

**EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?**

*Achievement of CSP outputs and outcomes*

- What are the most significant examples of WFP contributions in its areas of intervention? (Areas of intervention: lean season response, refugee assistance, shock-responsive social protection, school feeding, integrated resilience and climate services, and emergency preparedness and response.)
- To what extent has WFP succeeded in strengthening systems and institutions, innovations for transition models in resilience programming, positioning social protection, and supply chains?
- How are some of the changes/results at strategic level likely to be impacted by crises, such as floods, in Malawi?

*Cross-cutting aims*

- To what extent is WFP's approach supportive of cross-cutting issues such as gender, youth engagement, protection and disability and was this in line with humanitarian principles?
- To what extent does WFP contribute to positive environmental impacts?

*Performance of logistics and supply chain and related services*

- To what extent did WFP supply chain services support the development/evolution of food systems and assist partners?
- To what extent did WFP's logistics service provision and support to the national Logistics Cluster reinforce Malawi's emergency preparedness and response capacity?

**EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?**

*Timeliness*

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|--|
| <ul style="list-style-type: none"> <li>To what extent were WFP activities/outputs delivered on time, and what either enabled or constrained interventions?</li> </ul> <p><i>Coverage</i></p> <ul style="list-style-type: none"> <li>How has vulnerability in Malawi changed since 2019 and have you seen WFP respond effectively to such changes?</li> </ul>   |
| <p><b>EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b></p> <p><i>Appropriateness and effectiveness of partnerships to support CSP implementation</i></p> <ul style="list-style-type: none"> <li>To what extent did partnerships with WFP help to attain shared results in areas such as food systems strengthening and market access support for smallholder farmers?</li> <li>How active has WFP been in UN Working Groups? In which areas has it shown leadership?</li> </ul> <p><i>Resource mobilization</i></p> <ul style="list-style-type: none"> <li>How has the funding environment in Malawi changed since 2019? How well has WFP adapted?</li> </ul> <p><i>Other factors affecting WFP's performance</i></p> <ul style="list-style-type: none"> <li>What other internal or external factors affected WFP's performance in implementing the CSP?</li> </ul>   |
| <p><b>Cooperating partners</b></p>   |
| <p><b>EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b></p> <p><i>Evidence-based definition of CSP strategy and programming approach</i></p> <ul style="list-style-type: none"> <li>Was your organization consulted for the CSP development, how did it influence the design, and were there any evidence gaps identified in relation to food security and nutrition-sensitive issues, gender inequalities and national capacity gaps?</li> </ul> <p><i>Alignment to national priorities</i></p> <ul style="list-style-type: none"> <li>What are the strengths of WFP's strategy and capacity in relation to national priorities and strategies? Where is there room for improvement?</li> </ul> <p><i>Coherence of WFP approaches with other actors</i></p> <ul style="list-style-type: none"> <li>How strongly have WFP interventions been connected to other partners working in the same geographical areas, with similar target groups?</li> <li>How well has WFP cooperated, shared information, and worked with your agency, and with other cooperating partners in general?</li> <li>To what extent do you consider it appropriate for WFP take on the role as an enabler, for example on food systems strengthening and food security? How consistent and connected are their approaches to those of other organizations?</li> </ul> <p><i>Relevance of WFP in light of changing context, national capacities, and needs</i></p> <ul style="list-style-type: none"> <li>How has WFP remained relevant during the CSP implementation, particularly in relation to the COVID-19 pandemic?</li> <li>How quickly has WFP reviewed and adapted its strategic positioning when there were contextual changes?</li> </ul> |
| <p><b>EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?</b></p> <p><i>Achievement of CSP outputs and outcomes</i></p> <ul style="list-style-type: none"> <li>Some examples of WFP's areas of intervention include lean season response, refugee assistance, shock-responsive social protection, school feeding, integrated resilience and climate services, and emergency preparedness and response. Can you provide examples of what you consider to be the most important results of WFP programming in its different areas of intervention?</li> </ul> <p><i>Cross-cutting aims</i></p> <ul style="list-style-type: none"> <li>To what extent does WFP contribute to positive environmental impacts?</li> <li>To what extent is WFP's approach supportive of cross-cutting issues such as gender, protection and disability and was this in line with humanitarian principles?</li> </ul> <p><i>Performance of logistics and supply chain and related services</i></p>   |

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| <ul style="list-style-type: none"> <li>• To what extent did WFP supply chain services support the development/evolution of food systems and assist partners?</li> <li>• To what extent did WFP's logistics service provision and support to the national Logistics Cluster reinforce Malawi's emergency preparedness and response capacity?</li> </ul> <p><i>Sustainability</i></p> <ul style="list-style-type: none"> <li>• How are some of the changes/results at strategic level likely to be impacted by crises, such as floods, in Malawi?</li> <li>• What is your perspective on WFP's approach to sustainability such as in terms of capacity strengthening?</li> </ul>  |
| <p><b>EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?</b></p> <p><i>Timeliness</i></p> <ul style="list-style-type: none"> <li>• To what extent were WFP activities /outputs delivered on time, and what either enabled or constrained interventions?</li> </ul> <p><i>Cost efficiency</i></p> <ul style="list-style-type: none"> <li>• How did WFP approach the need for cost efficiency in its cooperation with you? What have been the strengths in the CO's approach to cost efficiency and what may need to be improved? <ul style="list-style-type: none"> <li>○ To what extent was risk and compliance analysis used to identify and reduce threats to cost efficiency?</li> <li>○ What guidance did you receive to support cost efficiency? What helped/hindered its application?</li> <li>○ How well were costs built into cooperating partner budgets? How efficiently were partnerships managed?</li> </ul> </li> </ul> <p><i>Cost effectiveness</i></p> <ul style="list-style-type: none"> <li>• How cost-effective have you found WFP to be? How does it compare to other organizations?</li> </ul> <p><i>Coverage</i></p> <ul style="list-style-type: none"> <li>• How has vulnerability in Malawi changed since 2019 and have you seen WFP respond effectively to such changes? How were resourcing constraints managed with tensions between coverage (numbers reached) and equity? To what extent was coverage achieved in relation to need? How did you prioritize when there were resource shortfalls or other obstacles?</li> </ul> |
| <p><b>EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b></p> <p><i>Appropriateness and effectiveness of partnerships to support CSP implementation</i></p> <ul style="list-style-type: none"> <li>• What has been your experience of partnership with WFP? What have been WFP's strengths, weaknesses, and specific contributions to the aims of your organization in Malawi?</li> <li>• How timely were WFP partnership arrangements (FLA process) and resourcing of your activities?</li> <li>• To what extent did partnerships with WFP help to attain shared results in areas such as food systems strengthening and market access support for smallholder farmers?</li> <li>• How have you been involved in informing decision making regarding any programme adaptations required?</li> </ul> <p><i>Other factors affecting WFP's performance</i></p> <ul style="list-style-type: none"> <li>• What factors have contributed to WFP and partners' performance, including factors enabling results and those that have impeded them?</li> <li>• What is your perception of the results achieved in relation to WFP capacity strengthening?</li> </ul> <p><i>Monitoring and evaluation in support of evidence-informed decision making</i></p> <ul style="list-style-type: none"> <li>• What have been some of the strengths, challenges, weaknesses of WFP's monitoring?</li> </ul>   |
| <p><b>Parastatal organizations and the private sector</b></p>   |
| <p><b>EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b></p> <p><i>CSP alignment to national priorities</i></p> <ul style="list-style-type: none"> <li>• To which national strategies and priorities is WFP Malawi's CSP relevant?</li> </ul>   |

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| <p><i>Alignment with other actors</i></p> <ul style="list-style-type: none"> <li>• What have been the key issues related to food system and government capacity strengthening since 2019? What has been the private sector's role in addressing these?</li> <li>• To what extent have you interacted with WFP to develop a shared understanding?</li> <li>• How strongly have WFP interventions supported parastatal organizations and private sector partners?</li> <li>• What are the strengths of WFP's strategy and capacity in relation to private sector priorities and strategies?</li> </ul> <p><i>Relevance of WFP in light of changing context, national capacities, and needs</i></p> <ul style="list-style-type: none"> <li>• How has WFP's food system strengthening approach linked to other stakeholders' inputs and are approaches consistent, complementary, or linked?</li> <li>• How quickly has WFP reviewed and adapted its strategic positioning when there were contextual changes? How has WFP remained relevant during their CSP implementation, particularly in relation to the COVID-19 pandemic?</li> </ul>  |
| <p><b>EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?</b></p>   |
| <p><i>Achievement of CSP outputs and outcomes</i></p> <ul style="list-style-type: none"> <li>• Can you provide examples of the most important contributions of WFP in its areas of intervention, including lean season response, refugee assistance, shock-responsive social protection, school feeding, integrated resilience and climate services, and emergency preparedness and response.</li> <li>• How well does WFP understand the role of the private sector in meeting these aims? What have been its strengths and weaknesses in working with the private sector?</li> <li>• To what extent did WFP supply chain services support the development/evolution of food systems and assist partners?</li> </ul> <p><i>Cross-cutting aims</i></p> <ul style="list-style-type: none"> <li>• To what extent is WFP approach supportive of cross-cutting issues such as gender, protection and disability and was this in line with humanitarian principles?</li> <li>• To what extent does WFP contribute to positive environmental impacts?</li> </ul> <p><i>Sustainability</i></p> <ul style="list-style-type: none"> <li>• What is your perspective on WFP's approach to sustainability such as in terms of capacity strengthening, and from a financial and institutional perspective?</li> </ul> |
| <p><b>EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?</b></p>   |
| <p><i>Timeliness</i></p> <ul style="list-style-type: none"> <li>• To what extent was WFP's cooperation with your organization timely, for example in terms of payments or agreements? Has its partnership enabled you to deliver planned outputs on time?</li> </ul> <p><i>Cost efficiency</i></p> <ul style="list-style-type: none"> <li>• What do you regard have been the strengths in the CO's approach to cost efficiency and what may need to be improved? What guidance did you receive to support cost efficiency? What helped/hindered its application? How did WFP approach the need for cost efficiency in its cooperation with you?</li> </ul> <p><i>Cost effectiveness</i></p> <ul style="list-style-type: none"> <li>• How cost-effective have you found WFP to be? How does it compare to other organizations? How well were costs built into partner budgets? How efficiently were partnerships managed?</li> </ul>  |
| <p><b>EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b></p>  |
| <p><i>Appropriateness and effectiveness of partnerships to support CSP implementation</i></p> <ul style="list-style-type: none"> <li>• What has been your experience of partnership with WFP? What have been WFP's strengths, weaknesses, and specific contributions to the aims of the private sector in Malawi?</li> <li>• To what extent were aims achieved in relation to need? How did you prioritize when there were resource shortfalls or other obstacles?</li> <li>• To what extent did partnerships with WFP help to attain shared results in areas such as food systems strengthening and market access support for smallholder farmers?</li> </ul>   |

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| <p><i>Other factors affecting WFP's performance</i></p> <ul style="list-style-type: none"> <li>• What factors have contributed to WFP and partners' performance, including factors enabling results and those that have impeded them?</li> <li>• To what extent did unexpected internal and external events disrupt the CSP's progress?</li> <li>• In your experience have WFP staff been sufficiently knowledgeable to engage in the subject areas in which they are involved?</li> </ul>  |
| <p><b>Donors (including international financial institutions)</b></p>   |
| <p><b>EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?</b></p>  |
| <p><i>Evidence-based definition of CSP strategy and programming approach</i></p> <ul style="list-style-type: none"> <li>• Was your government agency/organization consulted for the CSP development, how did it influence the design, and were there any evidence gaps identified in relation to food security and nutrition-sensitive issues, gender inequalities and national capacity gaps?</li> <li>• To what extent has WFP's capacity strengthening role with the Government of Malawi been linked with the role played by donors?</li> </ul> <p><i>Alignment to national priorities</i></p> <ul style="list-style-type: none"> <li>• What are the strengths of WFP's strategy and capacity in relation to national priorities and strategies? Where is there room for improvement?</li> </ul> <p><i>Alignment with wider UN and international community</i></p> <ul style="list-style-type: none"> <li>• How strongly have WFP interventions been connected to other actors working in the same geographical areas, with similar target groups, or with similar partners?</li> <li>• What has been WFP Malawi's comparative advantage, and in your view what have been WFP's contributions to the collective aims of, for example, the UNSDCF?</li> <li>• How well has WFP shared information, and worked with your government agency/organization?</li> <li>• To what extent do you consider it appropriate for WFP take on the role as an enabler, for example on food systems strengthening and food security? How consistent and connected are its approaches compared to those of other organizations?</li> </ul> <p><i>Relevance of WFP in light of changing context, national capacities, and needs</i></p> <ul style="list-style-type: none"> <li>• How has WFP remained relevant during the CSP implementation, particularly in relation to the COVID-19 pandemic?</li> </ul> |
| <p><b>EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?</b></p>  |
| <p><i>Achievement of CSP outputs and outcomes</i></p> <ul style="list-style-type: none"> <li>• From your perspective, what have been the most significant examples of WFP contributions in its areas of intervention? (Areas of intervention: lean season response, refugee assistance, shock-responsive social protection, school feeding, integrated resilience and climate services, and emergency preparedness and response.)</li> <li>• To what extent has WFP succeeded in strengthening systems and institutions, innovations for transition models in resilience programming, positioning of social protection, and supply chains?</li> </ul> <p><i>Cross-cutting aims</i></p> <ul style="list-style-type: none"> <li>• To what extent is WFP's approach supportive of cross-cutting issues such as gender, youth engagement, protection and disability and was this in line with humanitarian principles?</li> <li>• To what extent does WFP contribute to positive environmental impacts?</li> </ul> <p><i>Performance of logistics and supply chain and related services</i></p> <ul style="list-style-type: none"> <li>• To what extent did WFP supply chain services support the development/evolution of food systems and assist partners?</li> <li>• To what extent did WFP's logistics service provision and support to the national Logistics Cluster reinforce Malawi's emergency preparedness and response capacity?</li> </ul> <p><i>Sustainability</i></p> <ul style="list-style-type: none"> <li>• Has suitable expertise been available to support capacity building activities and how well has programme planning been adapted for CCS?</li> <li>• How has the issue of sustainability been approached from a financial and institutional perspective?</li> </ul>  |

**EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?**

*Timeliness*

- To what extent were WFP activities/outputs delivered on time, and what either enabled or constrained interventions?

*Cost effectiveness*

- How cost-effective have you found WFP to be? How does it compare to other organizations? How were assistance modalities assessed and models adapted to support analysis and decision making at national and district levels?

*Coverage*

- How has vulnerability in Malawi changed since 2019 and have you seen WFP respond effectively to such changes?

**EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

*Resource mobilization:*

- How has the funding environment in Malawi changed since 2019? How well has WFP adapted?
- How did funding influence WFP targeting and coverage?

*Monitoring and evaluation in support of evidence-informed decision making*

- What were the strengths and challenges for WFP reporting, monitoring, analysis, and use of evidence from partners on the performance of their strategy?

*Appropriateness and effectiveness of partnerships to support CSP implementation*

- To what extent did partnerships with WFP help to attain shared results in areas such as food systems strengthening and market access support for smallholder farmers?
- How do you perceive WFP's approach to making a strategic shift from operations to enabler in cooperation with government, UN agencies, and others?

*Other factors affecting WFP's performance*

- How well have WFP procedures, structures and processes supported flexible and adaptive programming in terms of management decision making and internal consultations, as well as mechanisms to avoid silos between SOs?
- What other internal or external factors affected WFP's performance in implementing the CSP?

**Global networks/initiatives and others**

**EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?**

- What have been the key issues related to food system and government capacity strengthening since 2019? What has been your role in addressing these?

*Alignment to national priorities*

- To which national strategies and priorities is WFP Malawi's CSP most relevant?

*Alignment with other actors*

- How strongly have WFP interventions supported your organization?
- What are the strengths of WFP's strategy and capacity in relation to your priorities and strategies?
- What has been your experience of partnership with WFP?
- How has WFP's food system strengthening approach linked to other stakeholders' inputs and are approaches consistent, complementary, or linked?

*Relevance of WFP in light of changing context, national capacities, and needs*

- How has WFP remained relevant during its CSP implementation, particularly in relation to the COVID-19 pandemic? Do you have examples of when you have seen WFP adapt its plans and approach to a changing context?
- How quickly has WFP reviewed and adapted its strategic positioning when there were contextual changes?

**EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?**

*Achievement of CSP outputs and outcomes*

- Some examples of WFP's areas of intervention include lean season response, refugee assistance, shock-responsive social protection, school feeding, integrated resilience and climate services, and emergency preparedness and response. Can you provide examples of what you consider to be the most important results of WFP programming in its different areas of intervention?
- To what extent did WFP supply chain services support the development/evolution of food systems and assist partners?
- How well does WFP understand the role of your organization in meeting these aims? What have been its strengths and weaknesses in working with you?

*Cross-cutting aims*

- How have cross-cutting aims been considered in the CSP? In particular, to what extent has the CSP supported more gender transformative approaches?
- How were any tensions between cross-cutting aims and achievement of outputs addressed in terms of quality, GEWE, protection, and AAP?
- How have WFP activities and outputs contributed to positive environmental outcomes and climate change-related effects, such as increased adaptation/resilience against climate shocks?
- To what extent does WFP contribute to positive environmental impacts?

*Sustainability*

- Has suitable expertise been available to support capacity building activities and how well has programme planning been adapted for CCS?
- How has the issue of sustainability been approached from a financial and institutional perspective?

**EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?**

*Timeliness*

- To what extent was WFP's cooperation with your organization timely, for example in terms of decisions and agreements? Has its partnership enabled you to deliver planned outputs on time?

*Cost efficiency*

- What do you regard have been the strengths in the CO's approach to cost efficiency and what may need to be improved? What guidance did you receive to support cost efficiency? What helped/hindered its application

*Cost effectiveness*

- How cost-effective have you found WFP to be? How does it compare to other organizations? How well were costs built into partner budgets? How efficiently were partnerships managed?

**EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

*Appropriateness and effectiveness of partnerships to support CSP implementation*

- What has been your experience of partnership with WFP?
- To what extent were aims achieved in relation to need? How did you prioritize when there were resource shortfalls or other obstacles?
- To what extent did partnership with WFP help to attain shared results in areas such as food systems strengthening?
- What have been WFP's strengths, weaknesses, and specific contributions to the aims of your organization in Malawi?
- What is your perception of the results achieved in relation to WFP capacity strengthening?

*Other factors affecting WFP's performance*

- What factors have contributed to WFP and your organization's performance? What factors enabled or impeded results?
- To what extent did unexpected events disrupt the CSP's progress and performance?



- In your experience have WFP staff been sufficiently knowledgeable to engage in the subject areas in which they are involved?

## FOCUS GROUP DISCUSSIONS WITH AFFECTED POPULATIONS

### EQ1. To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?

- How have your priorities changed over the past four years? Has WFP assistance changed in that time, and if so, how?
- What are your priorities and what is the most important assistance you need?
- How well does WFP assistance support your priorities in terms of the type of assistance and the way it is provided?
- How were you consulted on the type of WFP assistance available? Do you feel that your inputs have influenced the type of assistance provided?
- How well coordinated is WFP assistance with other organizations? Are there any gaps?

### EQ2. What is the extent and quality of WFP's specific contribution to country strategic plan outcomes in Malawi?

- Has assistance been provided in ways that support dignity and allow for differences gender, age, and disability?
- What has been the most significant change for you as a result of these activities? Has WFP assistance enabled you to be more self-reliant?
- How have any complaints or other feedback been gathered by WFP? What was WFP's response? How well did WFP communicate with you?
- Was your safety considered by WFP when delivering assistance?
- What is your view on the quality of food provided by WFP? Has it improved? Has cash assistance been provided? Do you prefer to receive cash or food?
- Have you participated in other WFP training or other activities? If so, how have these benefited you?

### EQ3. To what extent has WFP used its resources efficiently in contributing to strategic plan outputs and strategic outcomes?

- Has WFP assistance been provided at the right time?
- Do you have to travel a long way to get to the site where WFP assistance is available? Are there any costs for you in receiving WFP assistance?
- How were you or your community identified?
- How do you manage if or when food assistance rations are reduced?
- Were there any disadvantages or advantages to you regarding the type of assistance provided?

### EQ4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

- Do people in your community know about WFP?
- Were people not supported who were from priority groups?
- What types of assistance has WFP provided to your community and for how long? Has support been continuous since it started?
- Has the assistance provided helped people to make a living?
- Which other organizations have helped your community? Did they work well with WFP?
- Have government officials often visited your community? Did they work well with WFP and other organizations providing help?
- If you have problems, who do you ask for help? Did you see WFP people regularly? Were they easy to talk to?
- Have there been any significant changes in the community since 2019?

# Annex 10: Key informants' overview

## INTERVIEWS

| Organization   | Female | Male |
|--|--------|------|
| Adaptation Fund  | 1      | 4    |
| Bureau for Humanitarian Assistance                                       |        | 2    |
| Churches Action in Relief and Development                                | 1      | 1    |
| Centre for Integrated Community Development (CICOD)                      |        | 1    |
| Chikwawa District Council  |        | 1    |
| DEM office, Chikwawa   |        | 1    |
| Department of Agriculture, Zomba   |        | 1    |
| Department of Climate Change and Meteorological Services                 |        | 1    |
| Department of Nutrition, HIV, and AIDS                                   |        | 2    |
| District Council, Chikwawa   |        | 1    |
| District Forest Assistance (Zomba)                                       |        | 1    |
| DoDMA  |        | 2    |
| Embassy of Iceland   | 1      |      |
| Emmanuel International   | 1      |      |
| EU   | 1      |      |
| European Union   | 1      |      |
| FAO  |        | 2    |
| Farm Radio Trust   |        | 1    |
| Find Your Feet   | 1      | 2    |
| Foundation for Irrigation and Sustainable Development                    |        | 1    |
| Last Mile Health   | 1      |      |
| Malawi University of Science & Technology                                |        | 2    |
| Ministry of Agriculture (Salima)   |        | 1    |
| Ministry of Agriculture (Zomba)  | 1      |      |
| Ministry of Education (Chikwawa)   |        | 1    |
| Ministry of Education (Zomba)  |        | 1    |
| Ministry of Education Science and Technology                             | 1      | 1    |
| Ministry of Finance - Department of Economic Planning & Development      | 1      |      |
| Ministry of Gender, Children, Disability and Social Welfare              |        | 1    |
| Ministry of Health, Nutrition Unit                                       | 1      |      |
| Ministry of Home Affairs and internal Security – Department for Refugees | 1      | 2    |
| Malawi Red Cross Society   | 1      | 2    |
| MSF France   |        | 1    |
| Malawi Vulnerability Assessment Committee                                | 1      |      |
| MyBucks  | 1      | 1    |
| National Planning Commission   | 1      | 1    |
| Norwegian Embassy  | 1      | 1    |
| Plan International   |        | 1    |
| Pula   | 1      |      |
| Salima District Council  | 1      |      |
| Salima Education Office  |        | 1    |

|                         |           |           |
|-------------------------|-----------|-----------|
| Sengabay Primary School |           | 1         |
| Standard Bank           | 2         | 1         |
| SUN Business Network    | 1         |           |
| UBR Management Unit     |           | 1         |
| UNFPA                   | 3         |           |
| UNHCR                   | 1         | 3         |
| UNICEF                  | 1         | 1         |
| WFP                     | 19        | 16        |
| WFP (Salima)            | 1         |           |
| WFP (Zomba)             | 1         | 1         |
| WHO                     | 2         | 1         |
| YONECO                  |           | 1         |
| Zomba District Council  | 1         | 2         |
| <b>Total</b>            | <b>52</b> | <b>69</b> |

## FOCUS GROUPS

**Total number of participants: 443 (females: 253 / males: 190)**

| District | Traditional authority | Name of beneficiary group        | No. of females | No. of males | No. of participants |
|----------|-----------------------|----------------------------------|----------------|--------------|---------------------|
| Chikwawa | Maseya                | M'bande                          | 9              | 7            | 16                  |
| Chikwawa | Ngabu                 | Fodya                            | 6              | 8            | 14                  |
| Chikwawa | Ngabu                 | Msomo                            | 8              | 6            | 14                  |
| Chikwawa | Ngabu                 | Therere                          | 8              | 8            | 16                  |
| Chikwawa | Maseya                | Kadzumba                         | 8              | 6            | 14                  |
| Chikwawa | Maseya                | Namatchuwa                       | 7              | 8            | 15                  |
| Chikwawa | Maseya                | Nkwana                           | 8              | 8            | 16                  |
| Chikwawa | Maseya                | Joseph                           | 5              | 10           | 15                  |
| Dowa     | Dzaleka refugee camp  | Participants from the DRC        | 11             | 6            | 17                  |
| Dowa     | Dzaleka refugee camp  | Participants from Burundi        | 7              | 3            | 10                  |
| Dowa     | Dzaleka refugee camp  | Participants from Rwanda         | 7              | 3            | 10                  |
| Dowa     | Dzaleka refugee camp  | Participants from Somalia        | 9              | 5            | 14                  |
| Dowa     | Dzaleka refugee camp  | Participants from host community | 4              | 2            | 6                   |
| Salima   | Pemba                 | Sengabay Primary School          | 9              | 5            | 14                  |
| Salima   | Pemba                 | Kapire School                    | 6              | 9            | 15                  |
| Salima   | Pemba                 | Mgwirizano School                | 8              | 9            | 17                  |
| Salima   | Pemba                 | Linthipe School                  | 8              | 8            | 16                  |
| Salima   | Kuluunda              | Kazemba school                   | 9              | 2            | 11                  |
| Salima   | Kuluunda              | Kazemba school                   | 12             | 7            | 19                  |
| Salima   | Kuluunda              | Lifuwu school                    | 6              | 6            | 12                  |
| Salima   | Kuluunda              | Lifuwu school                    | 6              | 6            | 12                  |
| Zomba    | Nkagula               | Kalupe Clinic                    | 18             | 3            | 21                  |

|       |         |                                |    |    |    |
|-------|---------|--------------------------------|----|----|----|
| Zomba | Nkagula | Kataya Church                  | 7  | 16 | 23 |
| Zomba | Mlumbe  | Nkanda 2 (women only)          | 8  | 0  | 8  |
| Zomba | Mlumbe  | Nkanda 2 (men only)            | 0  | 8  | 8  |
| Zomba | Nkagula | Mafuwa School                  | 9  | 7  | 16 |
| Zomba | Nkagula | Kalonga trading Mafuta center  | 12 | 2  | 14 |
| Zomba | Mlumbe  | Issa 1                         | 6  | 5  | 11 |
| Zomba | Mlumbe  | Issa 2                         | 8  | 2  | 10 |
| Zomba | Mlumbe  | Nachikwangwala                 | 8  | 2  | 10 |
| Zomba | Mlumbe  | St Antony Girls primary school | 4  | 6  | 10 |
| Zomba | Mlumbe  | Nawilengo CBO                  | 12 | 7  | 19 |

# Annex 11: Field mission schedule

Table 18 Summary outline of field mission schedule

| Dates        | District                         | TAs | Notes on context and travel considerations   | Team members involved <sup>24</sup>   | Other notes  | Indicative numbers of KIIs and FGDs <sup>25</sup>   |
|--------------|----------------------------------|-----|--|---|--|---|
| 15–16 August | Lilongwe                         | n/a | Team members involved also conducted remote interviews during the 15 -19 August week | KR, ZS, AM, CM<br>Split into two sub-teams<br>GF conducted remote consultations | <b>2 days</b><br>WFP CO staff interviews<br>Interviews with external stakeholders (government, UNCT, donors, and any relevant CPs located in Lilongwe)   | <b>Up to 20 KIIs</b>  |
| 17–18 August | Dzaleka refugee camp // Lilongwe | n/a |  | KR and ZS, with interpreters  | <b>Approximately 1.5 days for FGDs in refugee camp (including orientation of interpreters)</b><br><b>0.5 day for Lilongwe KIIs</b><br>17 Aug includes an orientation session (1.5–2 hours) for interpreters, then rest of day doing FGDs<br>18 Aug morning – FGDs<br>18 Aug afternoon – KR and ZS go back to Lilongwe for KIIs | <b>Up to 7 FGDs, covering each of the main nationalities of refugee population, and host community</b> <ul style="list-style-type: none"> <li>• 2 FGDs for refugees from DRC</li> <li>• 2 FGDs for refugees from Burundi</li> <li>• 1 FGD for refugees from Rwanda</li> <li>• 1 FGD for refugees from Somalia or Ethiopia</li> <li>• 1 FGD with host community (livelihoods programme)</li> </ul> <b>Up to 2 KIIs in Lilongwe</b> |

<sup>24</sup> KR = Katrina Rojas, GF = George Fenton, ZS = Zachariah Su, AM = Assa Mulagha-Maganga, CM = Catherine Mkangama

<sup>25</sup> These numbers are indicative, and are meant to inform planning of the evaluation. The actual numbers of FGDs or KIIs will ultimately depend on stakeholder availabilities and feasibility. Thus, please do feel free to provide us with any inputs/suggestions. Assumptions: evaluation team can typically conduct

| Dates                            | District                       | TAs             | Notes on context and travel considerations  | Team members involved <sup>24</sup>  | Other notes   | Indicative numbers of KIIs and FGDs <sup>25</sup> |
|----------------------------------|--------------------------------|-----------------|---|--|---|---|
| 19–20 August (includes Saturday) | <b>Salima</b>                  | Pemba Kuluunda  | Approx 45 minutes from Lilongwe<br>ET will lodge in Lilongwe                                | KR, ZS, AM, CM<br>Split into two sub-teams                                   | <b>Approximately 1.5–2 days in total</b><br>19 August morning KIIs, then afternoon FGDs<br>20 August more FGDs at community-level (Saturday)                            | <b>Up to 5 KIIs</b><br><b>Up to 8 FGDs</b>        |
| 20–21 August (weekend)           | <b>Lilongwe</b>                | n/a             | 4 hours' drive between Lilongwe and Zomba   |  | Weekend<br>21 August, Sunday: leave Lilongwe around noon, arrive in Zomba around 5pm  | n/a   |
| 22–24 August                     | <b>Zomba</b>                   | Nkangula Mlumbe | Evaluation team will lodge in Zomba   | KR, ZS, AM, CM<br>Split into two groups<br>GF conducted remote consultations | <b>Approximately 2–2.5 days</b><br>22–23 August: KIIs and FGDs in Zomba<br>24 August: FGDs in Zomba, leave Zomba in the evening to reach Blantyre                       | <b>Up to 5 KIIs</b><br><b>Up to 12 FGDs</b>       |
| 25–27 August                     | <b>Chikwawa</b>                | Maseya Ngabu    | Approx. 1 hour's drive between Zomba and Blantyre<br>Evaluation team will lodge in Blantyre | KR, ZS, AM, CM<br>Split into two sub-teams                                   | <b>Approximately 2.5–3 days</b><br>During one of these days, GF goes to HSA in Nsanje<br>25 and 26 August: KIIs and FGDs<br>27 August, Saturday FGDs at community-level | <b>Up to 5 KIIs</b><br><b>Up to 15 FGDs</b>       |
| 27–28 August (weekend)           | <b>Travel back to Lilongwe</b> |                 | Travelling from Chikwawa to Lilongwe – from Blantyre to Lilongwe, about 4 hours             |  |   | n/a   |

| Dates                   | District        | TAs | Notes on context and travel considerations | Team members involved <sup>24</sup>            | Other notes   | Indicative numbers of KIIs and FGDs <sup>25</sup>   |
|-------------------------|-----------------|-----|--|--|---|---|
| 29 August-2 September   | <b>Lilongwe</b> | n/a |  | KR, ZS, GF, AM, CM<br>Split into two sub-teams | <b>5 days</b><br>GF joined mission<br>WFP CO staff interviews<br>Interviews with external stakeholders (government, UNCT, donors, and any relevant CPs located in Lilongwe) | <b>Up to 50 KIIs</b>                                |
| 3-4 September (weekend) | <b>Lilongwe</b> | n/a |  |  | Resting and preparing for exit debrief  | n/a   |
| 5 September             | <b>Lilongwe</b> | n/a |  | KR, ZS, GF, AM, CM                             | Exit debrief<br>Any final WFP CO consultations  | <b>KIIs depending on stakeholder availabilities</b> |

## Annex 12: Evaluation timeline

|   |               | Original dates<br>(as per ToR)   | Revised dates    |
|---|---------------|--|------------------|
| <b>Phase 2 – Inception</b>  |               |  |                  |
| Team preparation, literature review prior to HQ briefing  | Team          | 28–29 March 2002   | 19–25 April      |
| HQ and RB Inception Briefing  | EM & Team     | 30 March–1 April   | 26–29 April      |
| Inception Briefings (country level) may involve in-country travel – pending discussion with CO and DoE mission approval                                     | EM & TL       | 4–8 April  |                  |
| <b>Submit draft Inception Report (IR)</b>   | <b>TL</b>     | <b>6 May (slightly extended period considering Easter 15–18 April)</b> | <b>13 June</b>   |
| OEV 1st 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   | 21–24 June       |
| Evaluation team revisions and resubmission following QA from the evaluation firm  | QA2 & EM & TL | 20 May   | 1 July           |
| EM & QA2 check whether all comments have been adequately addressed before submitting to DDoE  | EM & QA2      | 23 May   | 6 July           |
| DDoE window to review rev IR  | DDoE          | 24–31 May  | 8–15 July        |
| Evaluation team revisions to address DDoE comments followed by EM & QA2 check   | ET & EM & QA2 | 6 June   | 22 July          |
| Country office comment window on the draft IR   | CO            | 14–28 June   | 22 July–5 August |
| EM shares collated matrix of comments received  | EM            | 29 June  | 8 August         |
| Evaluation team revisions to address country office comments  | ET            | 13–15 July   | 10 August        |
| EM & QA2 check whether country office comments have been adequately addressed – if not, an additional round of evaluation team adjustments will be required | EM & QA2 & RA | 16 July  | 11 August        |
| QA2 final approval of the IR  | QA2           | 17 July  | 12 August        |
| EM circulates final IR to WFP key stakeholders for their information & post a copy on intranet  | EM            | 17 July  | 12 August        |
| <b>Phase 3 – Data collection, including fieldwork</b>   |               |  |                  |



|  |               | Original dates<br>(as per ToR) | Revised dates |
|--|---------------|--------------------------------|---------------|
| In-country data collection   | Team          | 15 August–5 September          | n/a           |
| Exit debrief with country office management on last day of mission   | TL            | 5 September                    | n/a           |
| Preliminary findings debrief (ppt) to country office/IRG/OEV   | Team          | 19 September                   | n/a           |
| <b>Phase 4 – Reporting</b>   |               |                                |               |
| Submit high-quality draft ER to OEV (after the company's quality check)                                      | TL            | 7 October                      | 17 October    |
| OEV 1st level QA followed by evaluation team revisions and resubmission                                      | EM & RA & TL  | 17 October                     | TBD           |
| OEV 2nd level QA followed by evaluation team revisions and resubmission                                      | QA2 & TL & EM | 24 October                     | TBD           |
| DDoE window to review D1   | DDoE          | 26 October–2 November          | TBD           |
| Evaluation team adjustments to address DDoE comments received  | ET            | 7 November                     | TBD           |
| EM & QA2 check whether DDoE comments have been adequately addressed  | EM & RA & QA2 | 8 November                     | TBD           |
| EM seeks DDoE clearance to share draft ER for IRG feedback   | EM & DDoE     | 9–16 November                  | TBD           |
| OEV shares draft evaluation report with country office and IRG for feedback                                  | EM/IRG        | 17 November–1 December         | TBD           |
| Consolidates WFP comments and share with Team  | EM            | 2 December                     | TBD           |
| <b>Learning workshop (Lilongwe)</b>  | <b>EM</b>     | <b>28–29 November</b>          | n/a           |
| Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2) | ET            | 9 December                     | n/a           |
| OEV 1st level QA followed by evaluation team revisions and resubmission                                      | EM & RA & TL  | 16 December                    | n/a           |
| OEV 2nd level QA followed by evaluation team revisions and resubmission                                      | QA2 & TL & EM | 22 December                    | n/a           |
| DDoE window to review ER D2  | DDoE          | 23 December–6 January 2023     | n/a           |
| Submit final draft ER (D3) addressing DDoE comments  | TL            | 13 January                     | n/a           |
| Review D3 (EM and QA2 parallel review)   | EM & QA2      | 16–17 January                  | n/a           |
| Seek final approval by DDoE  | DDoE          | 17–24 January                  | n/a           |
| Draft Summary Evaluation Report  | EM            | 31 January                     | n/a           |

|   |           | Original dates<br>(as per ToR) | Revised dates |
|---|-----------|--------------------------------|---------------|
| SER QA2 review followed by EM adjustments to address QA2 comments   | QA2       | 3 February                     | n/a           |
| Seek DDoE clearance to send SER/DDoE comment window on the draft SER  | DDoE      | 6-13 February                  | n/a           |
| EM revisions to the SER to address DDoE comments  | EM        | 14 February                    | n/a           |
| DDoE review of final draft SER before circulating to WFP Executive Management                                 | DDoE      | 15-22 February                 | n/a           |
| OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director            | DDoE      | 23 February                    | n/a           |
| <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               | n/a           |
| Tail-end actions, OEV websites posting, etc.  | EM        | March 2023                     | n/a           |
| Presentation and discussion of SER at EB Round Table  | DDoE & EM | October 2023                   | n/a           |
| Presentation of Summary Evaluation Report to the EB   | DDoE      | November 2023                  | n/a           |
| Presentation of management response to the EB   | RD RBP    | November 2023                  | n/a           |

## Annex 13: Outline of targeting approaches and coverage (SOs 1 to 4)

| Strategic outcome | Activity/key component                    | Targeting approach  | Coverage  |
|-------------------|---|---|---|
| SO1               | Lean season response (LSR)/flood response | <p><b>Targeting geographic areas:</b> IPC acute food insecurity assessments conducted by MVAC (twice a year)<sup>26</sup> recommend the districts and traditional authorities (TAs) to be covered by LSRs. Where it exists, UBR data are then utilized to inform targeting of households (see below), and WFP, the Government and other partners use a digital module (the UBR categorization app) to geographically locate households in their respective TA and Group Village Headman (GVH).<sup>27</sup> For districts without the UBR, WFP and the Government consult with the District Council, District Executive Committee (DEC) and District Civic Protection Committee (DCPC), to identify GVHs affected, as part of the Joint Emergency Food Assistance Programme (JEFAP) approach. Targeting for the flood response in 2022 was undertaken through a food security assessment, conducted by members of the food security cluster which includes WFP, members of district councils in flood-affected districts, and NGO representatives.<sup>28</sup></p> <p><b>Targeting beneficiaries:</b> In general, WFP used two different approaches in districts: (i) the ‘traditional’ targeting approach, also referred to as the JEFAP approach,<sup>29</sup> in which WFP, after meeting with district-level government, meets</p> | <p><i>2021/2022 LSR</i> Two districts covered: Chikwawa and Mangochi. WFP covered just over half of vulnerable households in the districts (55.1%), with a total of 30,236 households reached, out of approximately 54,907 households that were classified as IPC Phase 3 or above.</p> <ul style="list-style-type: none"> <li>Chikwawa: 16,828 households, out of 26,802 households classified as IPC Phase 3 or above (62.8%)</li> <li>Mangochi: 13,408 households, out of 28,105 households classified as IPC Phase 3 or above (47.7%)<sup>31</sup></li> </ul> <p><i>2020/2021 LSR</i> Seven districts covered: Balaka, Nsanje, Neno, Zomba, Machinga, Dedza, and Phalombe. WFP covered a large proportion of vulnerable households (87%), with a total of 108,520 households reached, out of a total of</p> |

<sup>26</sup> Once between May and July, and again in October or November.

<sup>27</sup> The UBR exists in 22 out of 28 districts in the country.

<sup>28</sup> Government of Malawi. 2022. Food security cluster assessment report.

<sup>29</sup> In reference to the publication of guidelines by JEFAP and the government on the targeting process in 2017. See Government of the Republic of Malawi, Chapter 5 of the guidelines for Provision of Food Assistance during Emergencies in Malawi: Joint Emergency Food Assistance Programme (JEFAP), October 2017. During the 2020-2021 LSR, this was applied in Dedza, Mangochi, Machinga, Zomba, Lilongwe, Phalombe and Blantyre districts.

<sup>31</sup> Numbers of households reached by LSR 2021/2022 from WFP (2022), *Memorandum: Determination of the Transfer Values for WFP Malawi Cash Operations*; Numbers of households classified as IPC Phase 3 or worse calculated by dividing data from MVAC IPC reports with the national average of 4.5 persons per household (MVAC. 2022. *Food Security Forecast, July 2021–March 2022*).

| Strategic outcome | Activity/key component                           | Targeting approach   | Coverage  |
|-------------------|--|--|---|
|                   |  | <p>with Village Civic Protection Committees (VCPCs), community leaders and members, to sensitize them on the targeting criteria of the intervention, before discussing and finalizing the list of identified households created by the VCPCs and the community members;<sup>30</sup> and (ii) in districts where the UBR has been rolled out, UBR data are used to generate lists of vulnerable households, followed by verification of geographic location of households, undertaken by WFP and the UBR Management Unit, with district-level government.</p>  | <p>124,763 in all districts.<sup>32</sup></p> <p><i>2022 Flood response</i> Two districts covered: Chikwawa and Nsanje. WFP's support reached 45,011 households, out of 100,718 flood-affected households in the districts (44.7%).</p> <ul style="list-style-type: none"> <li>• Chikwawa: 31,721 households reached, out of a total of 84,106 flood-affected households (37.7%)</li> <li>• Nsanje: 13,290 households reached, out of a total of 16,612 flood affected households (80%)<sup>33</sup></li> </ul> |
|                   | <p>Refugee assistance (Dzaleka refugee camp)</p> | <p><b>Targeting beneficiaries 2019–2020:</b> All refugees in the camp (blanket provision of food). Refugee Status Determination is administered by the Ministry of Home Affairs, with technical and financial support from UNHCR.</p> <p><b>Targeting beneficiaries 2021 and 2022:</b> WFP shifted towards providing targeted assistance to refugees based on levels of vulnerability. WFP conducted a vulnerability profiling assessment of refugees in February and March 2020 that categorized households by levels of food security and livelihoods to inform a reduction in numbers of households to be included on</p> | <p><i>Numbers of refugee beneficiaries reached, compared with approximate figure for total refugee population in Dzaleka refugee camp (46,000 refugees):<sup>36</sup></i></p> <ul style="list-style-type: none"> <li>• In 2020, 39,292 refugees received transfers (85.4%)</li> <li>• In 2021, 45,909 refugees received transfers (99.8%)<sup>37</sup></li> </ul> <p><i>Livelihoods project:</i> Total of 200 beneficiaries targeted at the start of the project (of which 40%</p>                              |

<sup>30</sup> According to JEFAP guidelines, one list is created by the VCPC and community leaders, and another by community members. Both lists are then discussed to determine the households that are most in need. The number of households to be included per village is determined by the JEFAP partner (in this case WFP).

<sup>32</sup> WFP. 2021. 2020/2021 Lean Season Response (LSR) & COVID-19 Responses Final Progress Update – December 2020–March 2021.

<sup>33</sup> Numbers of households reached by flood response from: WFP. 2022. *Memorandum: Determination of the Transfer Values for WFP Malawi Cash Operations*. Numbers of flood-affected households from: Government of Malawi. 2022. Food security cluster assessment report.

<sup>36</sup> This is an approximate number for the total population of refugees living in Dzaleka refugee camp that is commonly cited in documents (published by WFP as well as other actors). Ascertaining the exact number of refugees residing in the camp is challenging, due challenges in tracking refugee movement and new arrivals.

<sup>37</sup> Data from CM-R001b Annual Country Beneficiaries (CSP) Malawi.

| Strategic outcome | Activity/key component | Targeting approach  | Coverage   |
|-------------------|------------------------|---|--|
|                   |                        | <p>WFP's beneficiary list. This shift responded to WFP's limited funding and was in line with a self-reliance approach.<sup>34</sup></p> <p>The livelihoods project for refugees and the host community identified beneficiaries based on household vulnerabilities and then assigned individuals to training on livelihood options based on their interests and skillsets. Key informant interviews (KIIs) noted that this targeting process used a scorecard approach in which household vulnerabilities are rated by CP staff through interviews with potential beneficiaries; those with the fewest points are selected for inclusion in the project. Attention is also given to income levels of beneficiaries and the number of places available for participants for each livelihood option.<sup>35</sup></p>              | <p>are from the host community). Available project progress reporting does not provide comprehensive data on numbers of beneficiaries that participated in project activities during the 2020–2022 period.</p>   |
| SO2               | School feeding         | <p><b>Targeting geographic areas:</b> In 2022, WFP provided school meals to nine districts that were selected based on a vulnerability analysis of criteria such as poverty rates, food security, susceptibility to weather shocks, education indicators, and nutrition indicators. Districts with presence of farmer organizations and WFP resilience-focused activities were prioritized for the home-grown school feeding (HGSF) model.<sup>38</sup> Take-home rations (THR) were provided to schools in all 7 districts covered by WFP's school meals programme in 2020–2021. The modality of the THR differed at the district level (i.e. all targeted schools in a given district received the same transfer modality), and the choice of cash, food, or a mix of both was made by WFP based on its market assessments.</p> | <p>Number of districts covered by WFP's school meals provision increased from 7 during the 2019–2021 period, to 9 in 2022.<sup>40</sup> School meals were provided to 545 schools, out of a total of 1,963 schools in these 9 districts (27.8%).<sup>41</sup> WFP documents indicate that approximately 570,000 learners were provided with school meals in 2022.<sup>42</sup> It is not possible to calculate the proportion of primary-school-aged children covered by school meals due to the lack of recent national census data for the nine districts.</p> |

<sup>34</sup> WFP. 2020. Dzaleka Camp Refugee Profiling Report, October 2020.

<sup>35</sup> See WFP. 2020. Project Proposal: Churches Action in Relief and Development (CARD), September 2020.

<sup>38</sup> WFP. 2021. A life-cycle approach to building resilience in Malawi: WFP school feeding programme in Malawi.

<sup>40</sup> WFP had planned to cover 13 districts in 2019 but reduced districts due to the withdrawal of McGovern Dole funding.

<sup>41</sup> Calculation based on data available from: Ministry of Education. 2021. *2021 Malawi Education Statistics Report – EMIS*.

<sup>42</sup> WFP. 2022. Memorandum: Determination of the Transfer Values for WFP Malawi Cash Operations.

| Strategic outcome | Activity/key component          | Targeting approach   | Coverage   |
|-------------------|---------------------------------|--|--|
|                   |                                 | <p><b>Targeting schools:</b> In each district, WFP selects schools based on its mapping of where existing livelihoods interventions, watershed and irrigation schemes are already present, with the intention of selecting schools that are well placed to transition to the HGFS model.<sup>39</sup></p> <p><b>Targeting beneficiaries:</b> All girls and boys enrolled in the school are eligible for school meals and take-home rations.</p>  |  |
| SO3               | Malnutrition prevention         | <p><b>Targeting geographic areas:</b> The social behavioural change communication (SBCC) approach builds on a stunting prevention pilot undertaken in Ntchisi during the 2014–2017 period, which was scaled up to five other districts (Balaka, Chikwawa, Nsanje, Phalombe, and Zomba) in 2019. With the exception of Ntchisi, the districts were selected because WFP livelihoods and school feeding interventions were already implemented there.<sup>43</sup> Most TAs across all districts in the country have care groups, and there was no evidence to indicate that WFP selected specific TAs or GVHs to provide support to care groups.</p> <p><b>Targeting beneficiaries:</b> SBCC activities did not target specific beneficiaries. SBCC relies on broad-based dissemination, aiming to reach as large a number of households as possible. The care group model utilizes a cascade approach in which volunteers from 8–12 households that are in close proximity to each other, are supervised by a promoter and frontline extension worker, both of whom are government employees, and who supervise on average 300 households (approximately 30 care groups). Each care group maintains lists of individuals and ages of children in each household to be covered.</p> | The CSP’s monitoring framework includes annual targets for numbers of people reached through SBCC approaches, through interpersonal approaches, mid-sized media (i.e. community radio) and traditional media (i.e. songs, theatre). See finding 11, under EQ 2.2, for details on these numbers, and as well as actual numbers of people reached each year during the 2019–2021 period. |
| SO4               | Integrated Resilience Programme | <p><b>Targeting geographic areas:</b> WFP used the 3PA to select geographic areas. The 3PA includes, at the national level, an integrated context analysis (ICA) to identify districts with greatest needs; at the district-level, the Seasonal Livelihood Planning (SLP), which examines dynamics in coping strategies, shocks, livelihoods and gender dynamics (among others) at the TA and GVH</p>  | The Integrated Resilience Programme covered 8 districts in total (Balaka, Blantyre, Chikwawa, Machinga, Mangochi, Phalombe, Nsanje, and Zomba). In total, 104,212 households were targeted for FFA activities across the districts   |

<sup>39</sup> WFP. 2022. Memorandum: Determination of the Transfer Values for WFP Malawi Cash Operations.

<sup>43</sup> WFP. 2021. Malnutrition Prevention in Malawi: An overview, July 2021.

| Strategic outcome | Activity/key component | Targeting approach  | Coverage  |
|-------------------|------------------------|---|---|
|                   |                        | <p>levels; and at the community level, the Community-Based Participatory Planning (CBPP), which aims to validate findings of the SLP through convening with community leaders and members and developing a community-level plan. The overall aim of the approach is to ensure root causes of needs are identified and priorities of programming are community driven.</p> <p><b>Targeting beneficiaries:</b> Following application of the 3PA, participants in Food for Assets (FFA) activities are selected based principally on the notion that they should represent the most vulnerable food-insecure households with able-bodied persons willing to work. Other criteria include ownership of small plots of land, less than three months of food stock starting from harvest time, no ownership of livestock, lack of formal wages, and reliance on casual labour. Households meeting at least three criteria are selected, and those households with orphaned children, chronically ill or HIV/AIDS-affected members, female-headed households, or households with two or more years of successive crop failure, are prioritized. The allocation of numbers of beneficiaries per GVH is determined by WFP based on vulnerability analysis conducted by WFP and availability of resources. Priority households are identified by Village Development Committees (VDCs), VCPCs, and traditional leaders, and these are verified and confirmed through public meetings with the community, and by CP field staff that conduct home-to-home visits.<sup>44</sup></p> <p>Other components of the programme are for FFA beneficiaries and self-targeted beneficiaries (e.g. village savings and loans to include 60 percent of FFA beneficiaries plus self-targeted beneficiaries, the insurance programme to include at least 70 percent of FFA beneficiaries plus self-targeted beneficiaries, SAMS to include 100 percent of FFA beneficiaries).<sup>45</sup></p> | <p>(within this, 34,750 received cash transfers for asset creation, while the remaining households received only technical support). Furthermore, 66,396 households were enrolled in the crop insurance programme.<sup>46</sup></p> <p>There were no data for the number of households, or individuals, that benefited from other components of the Integrated Resilience Programme, such as village savings and loans, SAMS, or climate services because these services do not include the provision of a direct transfer to registered beneficiaries.</p> |

Note: SOs 5 and 6 are not included in this table because they did not entail the direct provision of support to affected populations, and as such did not have targeting approaches.

<sup>44</sup> WFP. 2022. Memorandum: Determination of the Transfer Values for WFP Malawi Cash Operations.

<sup>45</sup> Ibid.

<sup>46</sup> Ibid.

# Annex 14: Analysis of CSP coherence with and contribution to results in the UNSDCF

41. This annex provides an overview of the evaluation team’s assessment of coherence of the country strategic plan (CSP) with the UN Sustainable Development Cooperation Framework (UNSDCF), and of its contribution to the proposed results.

**Table 19: CSP’s alignment to the principles of the UNSDCF**

| Principle                     | Description  | Comment on WFP CSP  |
|-------------------------------|--|---|
| Reaching the last mile        | Programs implemented under the UNDAF must demonstrate a clear impact in the lives of the intended beneficiaries at local level and focus on the most vulnerable, while building on structures already in place.  | CSP interventions focused on the most vulnerable populations at the community-level. In districts where it had been rolled out, the UBR was utilized to target beneficiaries for SO1’s lean season responses (LSRs). WFP utilized the Joint Emergency Food Aid Programme (JEFAP) community-driven process for districts which did not have the UBR. For SO4 interventions, WFP used the 3PA to ensure that the design of the Integrated Resilience Programme was community driven. The CSP worked closely with district governments and structures in place, such as care groups.   |
| Changing incentive structures | Capacity development interventions will focus on putting in place incentive systems that promote an enabling environment for sustained delivery of new capacity and skills, ownership of development interventions, and measurable change in institutional capabilities. | The CSP’s focus on strengthening national capacity in shock-responsive social protection was aligned with this principle and promoted government ownership of the shock-responsive social protection agenda.<br><br>The CSP’s interventions under SO5 were aimed at enhancing the capacity of national government. However, there was less evidence to suggest that it aimed at changing or putting in place incentive structures with national institutions.<br><br>The CSP’s focus on country capacity strengthening (CCS) lacked an overall strategic approach and, as such, lacked planned objectives and measurable intended changes in institutional capabilities. There is also room to improve a more coordinated approach to CCS among the UN Country Team (UNCT). |
| Focusing on implementation    | Malawi is policy rich and implementation poor. Policy support will be reduced in the UNDAF and focus will be on policy coherence and policy implementation at national and subnational levels.   | The CSP provided good examples of this principle, including the work with the Government of Malawi on the Adaptation Fund, which provides opportunities for government to implement programming related to its national strategy. Similarly, WFP provides support on school feeding – both for implementation capacity and policy coherence.  |
| Data for development          | The UNDAF will be accompanied by a data strategy for evidence-based programming and strengthening of national data systems. UN programmes using and collecting data will ensure harmonized data collection,  | WFP staff from the Monitoring and Evaluation (M&E) unit at the country office regularly participated in the M&E Advisory Group that involves M&E units across all UN agencies in Malawi. Country office staff interviewed highlighted that the group has been active in coordinating monitoring activities among UN agencies, and also  |



| Principle                                | Description   | Comment on WFP CSP  |
|--|---|---|
|  | analysis and utilization at district and national level.  | focuses on providing support to the Government in strengthening its M&E capacity, when such support is requested by the Government. WFP also collects rich data through its own monitoring and the Government expressed interested in continued access to and discussion of such monitoring data.   |
| Changing negative social norms           | For better impact, programmes will need to consider the impact of negative social norms on attaining the ambitions of the Malawi Growth and Development Strategy (MGDS) III and the Sustainable Development Goals (SDGs), gather evidence on why social norms exist and explore what it takes to change negative social norms in line with human rights principles. | The CSP intended to adopt a gender transformative approach to address underlying causes of gender inequality in Malawi. WFP promoted women's participation, but did not move towards a gender transformative approach that would have addressed social norms.<br><br>WFP's consistent use of evidence on needs and vulnerabilities of affected populations enabled it to adhere to humanitarian principles in recurring and sudden onset emergencies. The CSP's approach to accountability to affected populations (AAP) tried to address negative social norms related to the abuse of power (e.g. code of conduct for chiefs to prevent forced sharing of rations during the lean season response).   |
| Scalable                                 | Programmes undertaken in the UNDAF must be scalable and sustainable, address root causes and be focused on achieving progress across multiple SDGs by 2030.   | Interventions across the CSP offered potential for scalability. However, due to the financial resources available, the depth and breadth of coverage of the CSP's interventions was low overall.  |
| Delivering as One at decentralized level | Progressively the UNCT will move towards joint programming at the district level ensuring that transaction costs for district and communities are reduced, financial management and other capabilities built, and interventions aligned with district plans. The UNCT will strive to channel funding directly through decentralized entities.                       | Organizational realignments conducted in 2020 and 2021 were focused especially on enhancing WFP's district-level presence, by stationing staff of adequate seniority in its field offices, and transitioning field office staff contracts to fixed-term contracts. WFP entered into Memorandums of Understanding (MoUs) with several district-level governments during the CSP period, and the CSP interventions were aligned with district development plans in two districts that the evaluation team visited, and for which development plans were made accessible (Chikwawa and Zomba). A limited amount of funding was channeled directly to district governments, primarily to support their coordination role. WFP participated in four joint programmes, but implementation was generally siloed. There is limited operational collaboration among agencies and a lack of a joint approach to working with government, especially at country level. |
| Support integration                      | In line with Mainstreaming Acceleration and Policy Support (MAPS), interventions under the UNDAF will support SDG-compliant programming and integration across ministries and departments at national and decentralized level. Government systems will be used to the extent possible to strengthen   | The CSP's interventions were not aimed, overall, at supporting integration across ministries and departments at national and decentralized levels. However, as noted above, WFP emphasized its subnational presence during the CSP period and focused on entering into partnership with district-level governments.<br><br>WFP used government systems for targeting (UBR), but did not use government financial systems  |

| Principle | Description                                      | Comment on WFP CSP |
|-----------|--|--------------------|
|           | accountability and fiduciary management systems. |                    |

The table below outlines WFP contributions to the intended outcomes within pillars of the UNSDCF.

**Table 20: WFP contributions to intended outcomes within the pillars of the UNSDCF**

| Pillars  | Outcomes  | WFP contributions  |
|--|---|--|
| I – Peace, Inclusion and Effective Institutions            | 1: Rights holders in Malawi access more accountable and effective institutions at the central and decentralized levels that use quality disaggregated data, offer integrated service delivery and promote civic engagement, respect for human rights and rule of law. |  |
|  | 2: Gender equality and the empowerment of women and girls in Malawi is enhanced.  | WFP has promoted the role of women across its activities, focused on women’s participation and leadership roles. Most programming, however, does not integrate a transformative approach that challenges underlying causes of gender inequality.   |
|  | 3: Malawi has strengthened institutional capacities for sustaining peace, inclusive societies and participatory democracy.  |  |
| II – Population Management and Inclusive Human Development | 4: Children aged 0–5 years will have increased access to comprehensive quality early childhood development services.  | WFP’s nutrition-sensitive programming (e.g., social behavioural change communication (SBCC)) improved nutrition outcomes for vulnerable populations, including children under the age of 5 (SO3). However, WFP’s interventions were not aimed at improving access to quality early childhood education.  |
|  | 5: Girls and boys aged 6–17 years, particularly the most marginalized, benefit from an integrated package of quality education, health, nutrition, HIV/AIDS and protection services.  | WFP’s provision of school meals, especially through the home-grown school feeding (HGFSF) model, has made a significant contribution to improved nutrition and education outcomes (SO2).<br>WFP’s nutrition-sensitive programming (e.g. SBCC) improved nutrition outcomes for vulnerable populations, such as those with HIV/AIDS (SO3).   |
|  | 6: Men, women and adolescents access high-impact comprehensive sexual and reproductive and HIV and AIDS health rights.  |  |
| III – Inclusive and Resilient Growth                       | 7: Households have increased food and nutrition security, equitable access to water, sanitation and hygiene (WASH), and healthy ecosystems and resilient livelihoods.   | Through lean season responses (LSRs) and floods responses (SO1), WFP contributed towards increased food and nutrition security for beneficiary households. Furthermore, its nutrition-sensitive programming (SO3) brought increased awareness in nutrition and WASH practices.<br>WFP’s Integrated Resilience Programme supported the creation and maintenance of livelihood assets that support WASH, food/nutrition, and healthy ecosystem management (SO4). |
|  | 8: Malawi has more productive, sustainable and diversified agriculture, value chains and market access.   | WFP’s Integrated Resilience Programme has made contributions to enhanced resilience and increased diversity of livelihoods for communities. Value chains and market access have been improved through HGFSF; however, there is little evidence of WFP contributions in this area beyond HGFSF (SO4, SO5).  |

| Pillars | Outcomes  | WFP contributions   |
|---------|---|---|
|         | 9: Malawi has strengthened economic diversification, inclusive business, entrepreneurship and access to clean energy. | WFP has contributed to some increases in economic capacity for its beneficiaries through supporting farmers in village savings and loans mechanisms and providing technical support on climate-smart agricultural practices. However, as noted, there is little evidence of WFP contributions to increased market access of smallholder farmers, beyond the HGSP schools (SO4). |

Colour coding key: green = WFP has made a significant and plausible contribution to progress made towards the intended outcome; yellow = WFP has made a partial contribution to progress made towards the intended outcome; grey = WFP's interventions were not aimed at, and did not, contribute progress towards the intended outcome.

# Annex 15: Cost efficiency of food and cash-based transfers

Table 21 Food/CBT value as percentage of total food/CBT cost (food/CBT value + transfer costs) by CSP activity and year (NBP vs IP vs actual)

| SO             | Activity | Modality    | 2019       |            |            | 2020       |            |            | 2021       |            |            | 2022 - September |            |            | Cumulative |            |            |
|----------------|----------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------------|------------|------------|------------|------------|------------|
|                |          |             | NBP        | IP         | Actual     | NBP        | IP         | Actual     | NBP        | IP         | Actual     | NBP              | IP         | Actual     | NBP        | IP         | Actual     |
| 1              | 1        | Food        | 59%        | 52%        | 69%        | 60%        | 56%        | 36%        | 59%        | 64%        | 50%        | 59%              | 100%       | 72%        | 59%        | 53%        | 63%        |
|                |          | CBT         | 93%        | 95%        | 91%        | 93%        | 88%        | 90%        | 93%        | 82%        | 91%        | 93%              | 88%        | 92%        | 93%        | 89%        | 91%        |
| 2              | 3        | Food        | 73%        | 76%        | 75%        | 73%        | 59%        | 77%        | 74%        | 64%        | 66%        | 74%              | 89%        | 49%        | 73%        | 71%        | 73%        |
|                |          | CBT         | 98%        | 99%        | 99%        | 21%        | 36%        | 33%        | 98%        | 97%        | 97%        | 99%              | 97%        | 99%        | 98%        | 95%        | 96%        |
| 3              | 4        | Food        | 94%        | 98%        | 100%       | 94%        | n/a        | n/a        | 94%        | n/a        | n/a        | 94%              | n/a        | n/a        | 94%        | 98%        | 100%       |
|                |          | CBT         | n/a        | n/a        | n/a        | n/a        | n/a        | n/a        | n/a        | n/a        | n/a        | n/a              | n/a        | n/a        | n/a        | n/a        | n/a        |
| 4              | 5        | Food        | 49%        | 52%        | 44%        | 48%        | n/a        | 0%         | 48%        | n/a        | 0%         | 48%              | n/a        | 0%         | 48%        | 52%        | 38%        |
|                |          | CBT         | 0%         | 93%        | 84%        | 86%        | 66%        | 75%        | 87%        | 74%        | 82%        | 89%              | 80%        | 65%        | 87%        | 79%        | 79%        |
| <b>Overall</b> |          | <b>Food</b> | <b>60%</b> | <b>59%</b> | <b>63%</b> | <b>62%</b> | <b>58%</b> | <b>56%</b> | <b>62%</b> | <b>64%</b> | <b>58%</b> | <b>61%</b>       | <b>91%</b> | <b>59%</b> | <b>61%</b> | <b>60%</b> | <b>61%</b> |
|                |          | <b>CBT</b>  | <b>88%</b> | <b>90%</b> | <b>89%</b> | <b>64%</b> | <b>40%</b> | <b>46%</b> | <b>89%</b> | <b>83%</b> | <b>88%</b> | <b>90%</b>       | <b>90%</b> | <b>86%</b> | <b>89%</b> | <b>86%</b> | <b>87%</b> |

Colour coding key: green = percentage that is equal to or greater than the NBP/IP value (percentages that were in between NBP and IP values were also coded green); yellow = percentage that is up to 5 points below either the IP or NBP value; red = percentage which is more significantly lower than the NBP/IP value.

# Annex 16: Findings-Conclusions-Recommendations mapping

| Recommendation          | Conclusion          | Finding number                                      |
|-------------------------|---------------------|---|
| <b>Recommendation 1</b> | Conclusion 2        | Findings 4, 27, 29, 30                              |
| <b>Recommendation 2</b> | Conclusions 2 and 3 | Findings 1, 9, , 12, 19, 20, 31                     |
| <b>Recommendation 3</b> | Conclusions 1 and 4 | Findings 3, 5, 8, 9, 10, 11, 12, 13, 21, 30, and 31 |
| <b>Recommendation 4</b> | Conclusion 4        | Findings 3, 13, and 28                              |
| <b>Recommendation 5</b> | Conclusion 5        | Findings 1 and 15                                   |

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# Annex 18: Additional analysis

**EQ 2.1: To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and the UNSDCF? Were there any unintended outcomes, positive or negative?**

## Analysis for Finding 6: progress towards SOs

- Under SO1, there were improvements in outcome indicators for food consumption and reduced negative coping strategies among beneficiaries of its lean season responses. WFP's refugee assistance, however, was consistently underfunded during the 2019–2022 period, and food and nutrition security outcomes deteriorated for refugees, despite WFP meeting or nearly meeting its annual targets for numbers of refugee beneficiaries reached. As of writing, there were no CSP monitoring data on WFP annual output or outcome targets for its responses to COVID-19 and the 2022 floods. However, stakeholders and documents reviewed indicate that these responses were delivered as intended, and provided important relief to their targeted populations.
- Under SO2, WFP helped to strengthen the capacity of national institutions in Malawi's shock-responsive social protection system. SO2 outcome indicators for enrolment and attendance rates deteriorated between 2019 and 2021, while dropout rates stagnated during the same period. This was largely due, however, to school closures mandated by the Government, in response to COVID-19. Annual target achievement rates for numbers of beneficiaries reached through food and cash transfers under SO2 remained high during the 2020–2021 period, due to WFP's delivery of take-home rations, in lieu of on-site school feeding. Since the resumption of on-site school feeding in 2021, WFP's provision of school meals helped to improve nutrition outcomes among learners, and the home-grown school feeding (HGSF) model benefited communities by providing a market linkage for farmer organizations.
- Under SO3, WFP's social behavioural change communications (SBCC) interventions exceeded almost all of its targets for numbers of people reached, during the 2019–2021 period. SBCC approaches through the care group model contributed to behaviour changes that led to improved health and nutrition outcomes among children under 5 years old and women that were covered. However, despite this progress, the proportion of children aged 6–23 months that receive a minimum acceptable diet remains very low (22 percent), and substantially below the end of CSP target (70 percent).
- Under SO4, the decreasing annual target achievements rates for beneficiaries reached and amounts of food and cash transferred reflected the country office's application of a graduation model in which fewer Food for Assets (FFA) beneficiaries received direct transfers, and only technical support was provided. Nevertheless, there were significant improvements among communities that were covered by SO4 interventions for several SO4 outcome indicators, in relation to improved food consumption, widened livelihood asset base and increased capacity to manage climate shocks. However, monthly expenditures among households covered by SO4 remained lower than the minimum expenditure basket, indicating continued low economic capacity among households to meet essential needs.

## Analysis for Finding 6: target achievement rates

### Analysis of target achievement rates

In relation to the delivery of direct transfers under the CSP, the annual target achievement rates for food and cash transfers varied among SOs and decreased overall across SOs and transfer modalities. Cash transfers for SO2 exceeded their planned amount in 2020 due to the expansion of take-home rations. The subsequent low values of target achievement rate in 2021 for SO2 for both food and cash is due to the resumption of on-site school feeding (after COVID-19) and the transitioning of schools to the HGSF model, which meant that fewer schools received direct food transfers.

42. The amount of food transfers for SOs 1 and 4 in 2021 were substantially below their planned amounts, at 2 percent and 0 percent respectively. During the period 2019–2021, there was a shift away from food transfers towards cash transfers and a horizontal expansion of transfers aimed at reaching a larger number of beneficiaries in need of assistance, with a similar or lower amount of resources than was planned.

43. Further reasons for low annual target achievement rates include:

- a. SO1: There are inherent difficulties in predicting the occurrence of floods, the magnitude of refugee influxes, and the size of the population affected by lean seasons, which in turn affect the extent to which figures for annual planned food and cash transfers reflect the reality in a given year. In 2020–2021, for example, there were no floods and thus the figures on food and cash target achievement percentages are much lower than planned.
- b. SO1: WFP phased out the moderate acute malnutrition (MAM) treatment programme within SO1, beginning in 2019–2020, which eliminated the related food transfers;
- c. SO4: The design of the Integrated Resilience Programme aims at transitioning away from WFP’s provision of direct transfers, to the provision of technical support.

44. Details on output achievement by SOs, and their contributions to expected outcomes, are provided in findings 7 to 15. Furthermore, WFP contributions to expected outcomes within pillars of the UNSDCF are outlined in Annex 14.

#### Food and cash target achievement percentages by strategic outcome

| SO | 2019 |      | 2020 |      | 2021 |      |
|----|------|------|------|------|------|------|
|    | Food | Cash | Food | Cash | Food | Cash |
| 1  | 53%  | 76%  | 13%  | 47%  | 2%   | 21%  |
| 2  | 35%  | 48%  | 16%  | 107% | 36%  | 17%  |
| 4  | 57%  | 28%  | 11%  | 24%  | 0%   | 11%  |

Source: CM-R-007 Annual Distribution (CSP) Malawi 2019-2022.

#### Unintended effects

WFP’s refugee livelihood project aspired to improve relations between refugees and the host community. While focus group discussions (FGDs) and key informant interviews (KIIs) with members of the host community at Dzaleka indicated improvements in relations with refugees, FGDs with refugee communities reported ongoing tensions between refugees and the host community surrounding the Dzaleka refugee camp. Project beneficiaries who participated in FGDs also perceived favouritism towards Malawians in the project (e.g. host community receiving

seeds or additional training from the project). This anecdotal evidence may reflect more on prevailing social dynamics between host and refugee communities in Malawi at the time of the evaluation team's visit, than on the operations of WFP.<sup>47</sup>

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<sup>47</sup> Neither WFP PDMs, nor monthly progress reports from CARD, include any qualitative or quantitative data to shed light on changes in social cohesion between refugees and host communities.



# Annex 19: Acronyms

|          |   |
|----------|---|
| AAP      | Accountability to affected populations  |
| ACR      | Annual Country Report   |
| BR       | Budget revision   |
| CBT      | Cash-based transfer   |
| CCS      | Country capacity strengthening  |
| CEDAW    | UN Convention on the Elimination of All Forms of Discrimination against Women |
| CFRM     | Community feedback and response mechanisms                                    |
| CO       | Country office  |
| CP       | Cooperating partner   |
| CRF      | Corporate Results Framework   |
| CRRF     | Comprehensive Refugee Response Framework                                      |
| CS       | Capacity strengthening  |
| CSP      | Country strategic plan  |
| CSPE     | Country strategic plan evaluation   |
| DoDMA    | Department of Disaster Management Affairs                                     |
| EQ       | Evaluation Question   |
| EU       | European Union  |
| FAO      | Food and Agriculture Organization   |
| FCS      | Food Consumption Score  |
| FFA      | Food Assistance for Assets  |
| FGD      | Focus group discussion  |
| FLA      | Field-level agreement   |
| GAM      | Gender and age marker   |
| GCR      | Global Compact on Refugees  |
| GDP      | Gross domestic product  |
| GII      | Gender Inequality Index   |
| HGSF     | Home-grown school feeding   |
| HIV/AIDS | Human immunodeficiency virus/acquired immunodeficiency syndrome               |
| HSA      | Humanitarian staging area   |
| HQ       | Headquarters  |
| IFAD     | International Fund for Agricultural Development                               |
| IFI      | International financial institution   |
| IHS      | Integrated Household Survey   |
| IPC      | Integrated Food Security Phase Classification                                 |
| JPGE     | Joint Programme on Girls' Education   |

|          |   |
|----------|---|
| KII      | Key informant interview   |
| MAM      | Moderate acute malnutrition   |
| MGDS     | Malawi Growth and Development Strategy  |
| MIP      | Malawi Implementation Plan  |
| M&E      | Monitoring and evaluation   |
| MNSSP    | Malawi National Social Support Programme  |
| MoU      | Memorandum of Understanding   |
| MVAC     | Malawi Vulnerability Assessment Committee   |
| mVAM     | Mobile Vulnerability Analysis and Mapping   |
| MW2063   | Malawi 2063 Vision  |
| NAIP     | National Agricultural Investment Plan   |
| NBP      | Needs-based plan  |
| ND-GAIN  | Notre Dame Global Adaptation Initiative   |
| NGO      | Non-governmental organization   |
| ODA      | Official Development Assistance   |
| OECD/DAC | Organization for Economic Co-operation and Development/Development Assistance Committee |
| OEV      | Office of Evaluation  |
| PDM      | Post-distribution monitoring  |
| PROSPER  | Promoting Sustainable Partnerships for Empowered Resilience                             |
| PRRO     | Protracted relief and recovery operation  |
| RBJ      | Regional Bureau of Southern Africa  |
| SDG      | Sustainable Development Goal  |
| SGBV     | Sexual and gender-based violence  |
| SO       | Strategic outcome   |
| SSSP     | Shock-sensitive social protection   |
| SUN      | Scaling Up Nutrition Business Network   |
| ToC      | Theory of change  |
| TOR      | Terms of Reference  |
| UK       | United Kingdom  |
| UN       | United Nations  |
| UNCT     | United Nations Country Team   |
| UNDAF    | United Nations Development Assistance Framework   |
| UNDP     | United Nations Development Programme  |
| UNHCR    | United Nations High Commissioner for Refugees   |
| UNICEF   | United Nations Children's Fund  |
| UNSDCF   | United Nations Sustainable Development Cooperation Framework                            |
| USA      | United States of America  |

|      |                                    |
|------|------------------------------------|
| USD  | United States dollar               |
| VAM  | Vulnerability analysis and mapping |
| VNR  | Voluntary national review          |
| WASH | Water, sanitation and hygiene      |
| WFP  | World Food Programme               |
| WHO  | World Health Organization          |

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