

Evaluation of Mozambique WFP Country Strategic Plan 2022-2026

Summary Terms of Reference



SAVING
LIVES
CHANGING
LIVES

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

Subject and focus of the evaluation

The CSP 2022-2026 underscores WFP's commitment to enhancing systems and institutions in alignment with the 2030 Agenda. It emphasizes sustainable, scalable, and replicable strategies, particularly in the context of climate change adaptation. The CSP focuses on resilience-building across the humanitarian–development–peace nexus, aiming to save lives in emergencies while empowering communities to adapt, improve their livelihoods, and better withstand recurrent shocks. It also seeks to leverage WFP's supply chain capacities and expertise, while expanding its corporate service model to offer on-demand services.

The CSP comprises six strategic outcomes (SOs): three focused on crisis response, two on resilience building, and one on addressing root causes. As of September 2024, the CSP is approximately funded at 52 percent, against a needs-based plan of USD 850,3 million. Planned beneficiary numbers ranged from 1,2 million to 2 million annually, with actual beneficiaries exceeding initial projections in 2022 and 2023.

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

It will also examine adherence to humanitarian principles, as well as commitments to gender equality, protection and accountability to affected populations.

The evaluation will apply 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 2026.

Key evaluation questions

The evaluation will address the following five key questions:

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

The evaluation will assess the extent to which the CSP was informed by credible evidence on food security and nutrition issues and lessons from the previous CSPE, to ensure its relevance at design stage; and the extent to which the CSP design is internally coherent, demonstrating programme integration, and grounded on a clear theory of change. It will further assess the extent to which WFP's strategic positioning has evolved throughout the implementation of the CSP.

QUESTION 2: What difference did the CSP make to food security and nutrition in the country?

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and whether there were any positive or negative unintended outcomes. It will also assess the extent to which the achievements of the CSP are likely to be sustainable, from the institutional, financial, economic, environmental, and social perspectives.

QUESTION 3: To what extent did WFP contribute to achievement of cross-cutting results? The evaluation will assess the extent to which WFP achieved cross-cutting results, particularly humanitarian principles, protection,

accountability to affected populations, gender, equity, and inclusion. It will also assess whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 4: To what extent has WFP used its resources efficiently? The evaluation will assess whether activities and outputs were delivered in a timely way; cost-efficient delivery of assistance; and whether interventions were reprioritized to optimize resources for maximum efficiency.

QUESTION 5: What are the critical internal and external factors that explain performance and results?

The evaluation will assess the extent to which the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring data being used in a timely way for programme adaptation; to the strengthening, diversification and leverage of strategic partnerships; to the identification and management of risks to interventions; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacities and structure 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 in May 2022, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from mid-2021, the cut-off date of the data collection of the previous CSPE, up to mid-2025, the data collection mission. This includes activities prior to the Country Strategic Plan (2022-2026) to better assess 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 using a mix 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 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Mozambique CSPE (i.e. humanitarian and development contexts; Emergency preparedness and response; Social protection; Resilience and climate change; food security and nutrition; gender).

OEV EVALUATION MANAGER: The evaluation will be managed by Mar Guinot, 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, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer.

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

The **Deputy Director of Evaluation** will approve the final versions of all evaluation products.

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

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in **July 2025** to inform the new CSP design process. A country stakeholder workshop will be held in **October 2025** 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: January-April 2025

Data collection: June 2025

Debriefing: July 2025

Reporting: July-December 2025

Stakeholder Workshop: October 2025

Executive Board: November 2026