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Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

## **Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Mozambique (2017–2021)**

### **Background**

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Mozambique (2017–2021).
2. The evaluation was conducted between January and December 2021 and assessed WFP's strategic positioning, contribution to outcomes, efficiency in implementation and the factors explaining its performance.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.
4. The evaluation made five recommendations. The first two relate to the strategic focus of WFP work in Mozambique. The third recommendation relates to partnership; the fourth to organizational readiness in its various dimensions (human resource capacity, management and coordination mechanisms, monitoring framework, data systems and evaluation), and the fifth to fundraising.
5. The response sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or completed) actions, responsibilities and timelines for implementation of those recommendations.

### **Focal points:**

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| <b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR MOZAMBIQUE (2017–2021)</b>   |   |                            |   |  |                        |
|--|---|----------------------------|---|--|------------------------|
| <b>Recommendations and sub-recommendations</b>   | <b>Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)</b> | <b>Management response</b> | <b>Actions to be taken</b>  | <b>Action lead (with supporting offices and divisions in brackets)</b> | <b>Action deadline</b> |
| <p><b>Priority: High</b></p> <p><b>Overall deadline: December 2022</b></p> <p><b>1. Maintain the strategic direction of the new country strategic plan in humanitarian assistance alongside development interventions that have a long-term vision, focusing on areas where WFP can better position</b></p>                    | Country office (regional bureau)  | Agreed                     |   |  |                        |
| <p>1.1 Keep the country strategic plan design (including the line of sight and theory of change) simple by focusing on thematic areas where WFP has a comparative advantage such as food and nutrition security, school feeding, social protection, climate resilience and disaster preparedness and response. (June 2022)</p> | Country office (regional bureau)  | Agreed                     | <p>1. WFP will take into consideration the evaluation findings and recommendations in designing the line of sight of the CSP for 2022–2026 and selecting the thematic areas in which WFP has comparative advantages, particularly leveraging those relating to climate adaptation, food and nutrition security, school feeding, social protection and disaster preparedness and response.</p> | Country office programme unit (regional bureau programme unit)         | June 2022              |

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| 1.2 Mainstream climate resilience, gender equality and women's empowerment across the country strategic plan by defining outputs and activities that include them. (June 2022)  | Country office (regional bureau)  | Agreed                     | 2. WFP will embrace a human rights-based approach and the "do no harm" principle and will ensure that its programmatic approaches take into account cross-cutting issues of gender, disability, nutrition, HIV/AIDS, protection and accountability to affected populations.  | Country office programme unit (regional bureau programme unit)         | June 2022              |
|   |   |                            | 3. WFP will apply appropriate, risk-informed resilience approaches across the humanitarian-development-peace nexus, saving lives in emergencies while changing lives by supporting populations in adapting and improving livelihoods and better withstanding recurring shocks.   | Country office programme unit (regional bureau programme unit)         | June 2022              |
| 1.3 Define a long-term vision and strategy for strengthening national capacity in the individual, institutional and policy domains that will function as a road map for the country office throughout country strategic plan implementation, considering the strategic nuances required in supporting the Government at the central and decentralized levels. (December 2022) | Country office (regional bureau programme unit)   | Agreed                     | 4. WFP will develop a country capacity strengthening strategy for the term of the CSP for 2022–2026 that will include a government and key stakeholder engagement strategy.<br><br>As WFP adopts a multi-stakeholder, holistic, system strengthening approach to capacity strengthening, the capacity strengthening strategy will focus on the individual, organizational and enabling environment domains and enable WFP to engage through one or more of the | Country office programme unit (regional bureau programme unit)         | December 2022          |

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|  |   |                            | <p>five pathways of its corporate approach to country capacity strengthening, namely:</p> <ul style="list-style-type: none"> <li>• policies and legislation;</li> <li>• institutional effectiveness and accountability;</li> <li>• strategic planning and financing;</li> <li>• programme design and delivery (including monitoring and evaluation); and</li> <li>• engagement and participation of communities, civil society and the private sector.</li> </ul> <p>WFP will seek to capitalize on the success of capacity strengthening activities for strategic governmental partners at the national and subnational levels, in line with national strategy and workplan documents, including the national master plan for the prevention and mitigation of natural disasters; the national master plan for disaster risk reduction for 2017–2030; the second national strategy for basic social security for 2016–2024; and the education sector plan for 2020–2029.</p> |  |                        |

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| <p><b>Priority: High</b></p> <p><b>Overall deadline: December 2024</b></p> <p><b>2. Position WFP as capable of driving progress towards and strengthening the humanitarian-development-peace nexus in Mozambique</b></p>   | Country office (regional bureau and headquarters)  | Agreed              |   |   |                 |
| 2.1 Generate evidenced-based knowledge on how to operationalize the humanitarian-development-peace nexus approach and push for multi-year agreements with donors and United Nations partners addressing humanitarian, development and peace needs. (December 2024) | Country office (regional bureau and headquarters)  | Agreed              | 1. In implementing its work to contribute to United Nations partners' collective efforts to operationalize the humanitarian-development-peace nexus, WFP will ensure better management of knowledge about the approaches being adopted, lessons learned and best practices through the production of knowledge products (e.g. reports) and facilitation of knowledge-sharing sessions (e.g. workshops). As WFP operationalizes the nexus by being part of United Nations-wide initiatives, the knowledge-sharing sessions will be both internal and external in nature. | Country office programme unit (regional bureau programme unit and headquarters) | December 2024   |

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| 2.2 Continue local procurement, ensuring that WFP's supply chain contributes to development through a bottom-up approach. (December 2022)   | Country office (regional bureau and headquarters)   | Agreed                     | 2. WFP will steadily increase the share of local food procurement, aiming to purchase locally more than half of the food it procures. Local and regional food procurement, including pro-smallholder procurement, injects cash into local economies, significantly strengthening smallholder livelihoods and food system sustainability.   | Country office programme unit (regional bureau programme unit and headquarters) | December 2022          |
| 2.3 Advocate greater emphasis on the humanitarian-development-peace nexus in the design and implementation of the new United Nations sustainable development cooperation framework and promote thematic meetings and other events to raise awareness of the various stakeholders working in the humanitarian and development areas, including the World Bank. | Country office (regional bureau and headquarters)   | Agreed                     | 3. WFP will ensure that the common country analysis and the United Nations Sustainable Development Cooperation Framework for 2022-2026 reflect the humanitarian-development-peace nexus well, supporting national institutions in using social protection systems and programmes to respond to natural shocks and seasonal food insecurity, thus contributing to bridging the humanitarian-development nexus and supporting long-term resilience-building. | Country office programme unit (regional bureau programme unit and headquarters) | December 2023          |

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| <p><b>Priority: High</b></p> <p><b>Overall deadline: December 2024</b></p> <p><b>3. Continue to strengthen and diversify strategic partnerships with a range of national and international actors to enhance the efficiency and effectiveness of the new country strategic plan</b></p> | Country office (relevant ministries, provincial governments, United Nations entities, academia and civil society) | Agreed              |  |   |                 |
| 3.1 Seek long-term agreements and in place of project-based agreements sign strategic memoranda of understanding with the national government that are coordinated and overseen at the managerial level. (December 2022)  | Country office (relevant ministries, provincial governments, United Nations entities, academia and civil society) | Agreed              | 1. As the country office is increasingly planning, budgeting, implementing and coordinating with both the Government and international organizations on inter-agency endeavours, it should review whether there is a need for new or updated memoranda and/or letters of understanding and ensure that long-term agreements are signed with key government partners. As part of the country capacity strengthening and government engagement strategy, WFP will endeavour to establish long-term umbrella memoranda of understanding with government counterparts and will seek opportunities for tripartite agreements to facilitate and strengthen inter-government collaboration and strategic relationship-building with the | Country office programme unit (relevant ministries, including the Technical Secretariat of Nutrition and Food Security, the National Institute of Disaster Management, the Ministry of Agriculture and Rural Development, the Ministry of Gender, Child and Social Action/the National Institute for Social Action, the Ministry of Education and Human Development and the Ministry of Health, provincial governments; United Nations entities, including the United Nations Children's Fund, the Food and Agriculture | December 2022   |

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|  |   |                            | aim of improving the achievement of WFP-supported national priorities. Sub-agreements will detail specific operational terms and conditions.   | Organization of the United Nations and the International Fund for Agricultural Development; academia; and civil society)  |                        |
| 3.2 Seek greater engagement with local authorities through bilateral activity-oriented local agreements and define integrated service packages with a territorial approach at the community level in order to minimize thematic and geographic dispersion. | Country office (relevant ministries, provincial governments, United Nations entities, academia and civil society) | Agreed                     | 2. WFP will explore the feasibility of formalizing agreements with subnational government institutions to provide integrated services under the umbrella of agreements with key line ministries at the national level. | Country office programme unit (relevant ministries, including the Technical Secretariat of Nutrition and Food Security, the National Institute of Disaster Management, the Ministry of Agriculture and Rural Development, the Ministry of Gender, Child and Social Action/the National Institute for Social Action, the Ministry of Education and Human Development and the Ministry of Health; provincial governments; United Nations entities; academia; and civil society) | December 2024          |



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| 3.3 Capitalize on recent conversations among the Rome-based agencies and reach an agreement on collaboration within the framework of the new country strategic plan. | Country office (relevant ministries, provincial governments, United Nations entities, academia and civil society) | Agreed                     | 3. WFP will explore opportunities to establish joint and/or complementary programmes with the other Rome-based agencies. | Country office programme unit (country office management team; relevant ministries, including the Technical Secretariat of Nutrition and Food Security, the National Institute of Disaster Management, the Ministry of Agriculture and Rural Development, the Ministry of Gender, Child and Social Action/the National Institute for Social Action, the Ministry of Education and Human Development and the Ministry of Health; provincial governments; United Nations entities, including the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development; academia; and civil society) | December 2022          |

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| 3.4 Engage with academia and leverage national and local partnerships to support learning and inform evidence-based advocacy                       | Country office (relevant ministries, provincial governments, United Nations entities, academia and civil society) | Agreed                     | <p>4. WFP will continue to seek collaboration with national and international education institutions, research organizations and think tanks in strategic areas such as disaster risk reduction, social protection, climate adaptation and resilience and nutrition-sensitive programming as an integral part of all efforts to reduce malnutrition. These potential collaborations include:</p> <ul style="list-style-type: none"> <li>• agreement with the University of Reading on the introduction and roll-out of participatory integrated climate services for agriculture (due in December 2022);</li> <li>• agreement with the Eduardo Mondlane University to conduct seasonal livelihood programming (due in June 2022) and a market and gender/youth assessment to inform a value chain analysis (due in December 2022); and</li> <li>• agreement with the International Policy Centre for Inclusive Growth to produce and disseminate knowledge on shock-responsive social protection (due in December 2022).</li> </ul> | Country office programme unit (relevant ministries, including the Technical Secretariat of Nutrition and Food Security, the National Institute of Disaster Management, the Ministry of Agriculture and Rural Development, Ministry of Gender, Child and Social Action/the National Institute of Social Action, the Ministry of Education and Human Development and the Ministry of Health; provincial governments; United Nations entities; academia; and civil society) | December 2022          |

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| <b>Priority: High/Medium</b><br><b>Overall deadline: June 2023</b><br><b>4. Enhance organizational readiness to play a more catalytic role in the implementation of the country strategic plan</b>                                       | Country office (regional bureau and headquarters country capacity strengthening unit)                 | Agreed                     |  |  |                        |
| 4.1 Ensure that country office staff have the right skills including adequate technical expertise in climate change, protection, gender, knowledge management, institutional capacity strengthening and policy advocacy. (December 2022) | Country office (regional bureau and headquarters country capacity strengthening unit)                 | Agreed                     | 1. WFP will conduct a workforce planning exercise, considering the anticipated workload and funding forecast, guaranteeing that staffing structures will be aligned with the CSP for 2022–2026. To ensure robust delivery across its portfolio in the next four and a half years, the country office will consider restructuring and redistributing positions and functions to cover a variety of responsibilities while maintaining adequate segregation of duties and oversight. This workforce planning exercise will enable WFP to reduce expected staff costs and deliver its work throughout the period 2022–2026. | Country office management team (country office human resources and programme units, regional bureau programme unit and headquarters country capacity strengthening team) | December 2022          |

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| 4.2 Ensure better integration of the country strategic plan by structuring technical teams around thematic areas rather than country strategic plan activities; improving communication between programme and supply chain management personnel; and ensuring that the Head of Programme plays an enhanced coordinating role. | Country office (regional bureau and headquarters country capacity strengthening unit)                 | Agreed                     | 2. WFP will seek to better integrate its technical teams, particularly focusing on teams that mirror the set-up of programme themes for the CSP for 2022–2026. This may entail forming internal thematic working groups for CSP activities contributing to each of the themes.   | Country office programme unit (regional bureau programme unit and headquarters country capacity strengthening team)  | December 2022          |
| 4.3. Further strengthen the monitoring framework by including indicators that enable WFP to track progress in individual, institutional and policy environment capacity strengthening and take the political and institutional context into account when analysing monitoring data to inform strategic decision making.       | Country office (regional bureau and headquarters country capacity strengthening unit)                 | Agreed                     | 3. The country office will adopt in the CSP logical framework additional capacity strengthening indicators introduced in the updated corporate results framework, which was approved by the Executive Board at its 2022 first regular session. Reporting on those indicators will be accompanied by a description of the political and institutional context for the analysis of the relevant monitoring data. | Country office research, assessment and monitoring unit (country office programme unit, regional bureau programme unit and headquarters country capacity strengthening unit) | June 2022              |

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| 4.4 Continue to work with institutional partners to establish a transparent beneficiary targeting system and invest in connecting beneficiary databases to one another whenever possible.   | Country office (regional bureau and headquarters country capacity strengthening unit)                 | Agreed   | 4. WFP will work closely with the National Institute of Disaster Management and other key government partners to align its beneficiary targeting approach, systems and databases. | Country office research, assessment and monitoring and beneficiary identity management units (country office programme unit, regional bureau programme unit and headquarters country capacity strengthening unit) | December 2022          |
| 4.5 Conduct an independent evaluation of the current agreement for the Russian Federation debt swap, jointly commissioned by WFP and the Government of Mozambique, in order to assess its design, performance and effectiveness and identify any major bottlenecks. | Country office (regional bureau and headquarters country capacity strengthening unit)                 | Disagreed<br>Currently, the Ministry of Education and Human Development is conducting its own evaluation of the national home-grown school feeding programme, funded through the Russian Federation debt swap, to assess its design, performance, and effectiveness. The country office evaluation plan for 2017–2021 included a joint evaluation for this purpose but the | Not applicable  | Not applicable  | Not applicable         |

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|  |   | <p>Government refused to conduct it.</p> <p>Based on that, the country office has not planned any such evaluation for the term of the CSP for 2022–2026. Instead, in line with the Office of Evaluation’s advice during the strategic and electronic project review processes for the new CSP, two decentralized evaluations will be scheduled with the aim of prioritizing innovative and pilot activities to be scaled up (i.e. climate adaptation and resilience and nutrition-sensitive portfolios).</p> |                            |  |                        |

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| <b>Priority: High</b><br><b>Overall deadline: June 2022</b><br><b>5. Define a fundraising and advocacy strategy centred on donors and international financial institutions</b>  | Country office (regional bureau)  | Agreed                     |   |   |                        |
| 5.1 Define a strategy for drawing donors' attention to the new country strategic plan, organize round table discussions of common priorities and present evidence-based results in appealing formats (brochures, leaflets) to better showcase WFP capacities. (June 2022) | Country office (regional bureau)  | Agreed                     | <p>1. Significant efforts are being made to ensure that there is a fundraising and advocacy strategy. A partnership action plan has been developed to accompany the country strategic plan for 2022–2026.</p> <p>Prior to the 2022 annual session of the Executive Board, at which the country strategic plan is expected to be considered for approval, a briefing session for donors will be organized in Maputo. A document summarizing the key aspects of the CSP will be disseminated on the same occasion. The country office is planning with the Government to hold an official launch ceremony for the CSP following its approval by the Board. Details are being discussed.</p> | Country office donor relations, communications and reporting units (country office programme unit; regional bureau communications, advocacy and marketing unit) | June 2022              |

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|  |   |                            | <p>In addition, WFP will continue its efforts to:</p> <ul style="list-style-type: none"> <li>• share the results of programme implementation through various publications, including publicly available materials such as country briefs, factsheets, newsletters, human interest stories and other materials published externally on a monthly and quarterly basis.</li> <li>• share research, assessments, monitoring findings, and evaluation results such as process-output monitoring reports, outcome survey reports, market price assessment reports and other reports related to evidence-based results.</li> <li>• share the social media presence of WFP's operations throughout the country.</li> </ul> |  |                        |



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| 5.2 Enhance the high-level channel of dialogue between WFP and the World Bank at the country level and promote tripartite meetings between the World Bank, the Government of Mozambique and WFP to identify opportunities in the thematic areas of the new country strategic plan. (June 2022) | Country office (regional bureau)  | Agreed                     | 2. WFP will seek to leverage the support of its Washington D.C. office and headquarters to enhance its partnership with the World Bank and other international financial institutions, identifying additional opportunities for partnerships and resources for programme implementation. Using the strategic information provided on international financial institutions' thematic interest and budget focus for humanitarian and development programmes alike, WFP will seek to link up with those organizations to explore potential joint programming and to mobilize resources for its own programmes. | Country office donor relations, communications and reporting unit (country office programme unit; regional bureau communications, advocacy and marketing unit) | June 2022              |