

## UNICEF Evaluation Management Response Template

**Evaluation Title:** Improving the Nutritional Status of Children Under 5 in Zambezia and Nampula Provinces, Mozambique: An Impact Evaluation of PROMOVE

**Region:** Eastern and Southern Africa region

**Office:** Mozambique

**Evaluation Year:** 2024

**Person-In-Charge for Follow-up to Management Response:** Celine Sieu, Evaluation Specialist

### Overall Response to the Evaluation:

The programme team had initially commissioned an endline assessment through a team of two external consultants to assess the results of the programme interventions. Unfortunately, the final deliverables did not reach the standards and quality expected by UNICEF and were concluded without a robust analysis of the interventions. Given the budget spent on primary data collection at Baseline and Endline, the PROMOVE team has decided to partner with UNICEF Evaluation Office (EO) to conduct an impact evaluation using secondary data, which came from the initial baseline and endline assessments. This impact evaluation was conducted by a team of 3 evaluators from UNICEF EO between 2023 and early 2024. Following their own analysis of the secondary data of the programme, using quasi-experimental techniques, it generated similarly robust estimates on the programme's results. From this impact evaluation, a number of recommendations are of general nature and higher level, including the suggestion of further research to be done in this area, which will be taken into consideration during the implementation of the sequel programme, NutriNorte. This will help the programme team to adapt and improve its interventions and studies, though actions defined for the recommendations are much more targeted and aimed at NutriNorte specifically.

### Planned Use of Evaluation:

This management response presents high level recommendations for the sequel programme, NutriNorte, following PROMOVE. The team has defined concrete actions that can be adopted by the NutriNorte team to support its successful implementation in the next two years. Evidence and lessons learned from this evaluation will serve to reshape nutrition strategies and guide adequate activities during the design, this year (2025), of the next Country Programme 2027-2032, and to influence Mozambique's nutrition sector and its policies.

The evaluation report will be disseminated at country level to Government and donors, local authorities, CSOs, academia, and internally within UNICEF using multi platforms and channels.

**Allowed Editor:** Celine Sieu, Fanceni Balde


### RECOMMENDATIONS and ACTIONS:

**Evaluation Recommendation or Issue 1:** Critically re-evaluate the programme Theory of Change, with support from the determinants analysis provided in this evaluation. While most determinants analysed showed correlation with stunting and wasting, some of them appeared more relevant.

Child dietary diversity, diarrhoea episode, adequate number of antenatal visits, and access to drinking water are strong correlates of stunting or wasting in Nampula and Zambezia population. However, the evaluation findings showed no significant impact of the nutrition package on improving the relevant intermediate outcomes. According to this analysis, a nutrition package with strengthened focus on child dietary diversity, the provision of maternal healthcare and access to safe water and sanitation might lead to positive, measurable impacts on stunting and wasting.

**Management Response: (Agree, Partially Agree, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Undertaking a robust analysis using DHS 2022 to identify through correlation methods the main drivers of stunting and other forms of malnutrition (wasting, anaemia and underweight) in Mozambique	MCO, Child Health and Nutrition	Fanceni Balde, Laia Criville	February 2025	Completed	DHS brief on drivers of malnutrition produced	 <a href="#">Final brief</a>
Update the ToC using the DHS brief to address key stunting determinants identified in the DHS brief	MCO, Child Health and Nutrition	Fanceni Balde and nutrition team	March 2025	Not started	Scheduled a 2,5 days retreat in March to update the ToC using a lifecycle approach	
Definition/update of the minimum package for convergent approaches to address stunting	MCO, Child Health and Nutrition	Fanceni Balde and NutriNorte team	April 2025	Underway	Defined the minimum package of services for convergence at community level: Nutrition Integrated Package (PIN), CLTS and Model Family under the NutriNorte inception report.	 NUTRI-NORTE INCEPTION REPORT F

**Evaluation Recommendation or Issue 2:** According to the analysis, households in Zambezia as well as those living in urban areas registered larger impacts on intermediate outcomes. The reason behind this difference is not immediately clear from our data, however further analysis should be conducted to understand why this might happening – e.g. due to more negative impacts of climate shocks in Nampula or to logistical difficulties

to reach rural communities – in order to adapt the programme to ensure impact is equally shared among beneficiaries. Similarly, girls appear to have registered better outcomes than boys. Boys in Mozambique – as in other developing contexts – are commonly more at risk of stunting and wasting. Discrepancies between the two sexes should be investigated further to understand the reasons behind these differential results.

**Management Response: (Agree, Partially Agree, Disagree): Agree**


**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Design and implement a robust operational research approach to document results of NutriNorte programme in Zambezia, Nampula and Cabo Delgado on stunting and intermediate outcomes.	MCO, Child Health and Nutrition	Fanceni Balde, Laia Criville and NutriNorte team	December 2025	Underway	Draft ToRs developed	<a href="#">ToRs NutriNorte Operational Research Feb2025 v1.docx</a>

**Evaluation Recommendation or Issue 3:** Our analysis shows that all components of the nutrition package appear to fulfil their task in achieving their specific outcomes. While it is advised to conduct stronger, potentially experimental analysis on the role of the different components, these findings are indicative of the importance of offering beneficiaries a complete package covering multiple activities. As per our first recommendation, strengthening some of these components might lead to measurable impacts on wasting and stunting, although the multifaceted nature of the intervention should be kept in place.

**Management Response: (Agree, Partially Agree, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**


Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Definition/update of the minimum package for	MCO, Child Health and Nutrition	Fanceni Balde and NutriNorte team	April 2025	Underway	Defined the minimum package of services for convergence at	 NUTRI-NORTE INCEPTION REPORT F

convergent approaches to address stunting					community level: Nutrition Integrated Package (PIN), CLTS and Model Family under the NutriNorte inception report.	
---	--	--	--	--	---	--

**Evaluation Recommendation or Issue 4:** Planning an experimental evaluation design remains the best option to conduct rigorous impact evaluations. However, this exercise showed that secondary analysis using quasi-experimental techniques generates similarly robust estimates, and the collaboration between UNICEF EO and MCO allowed for a strong feedback mechanism to be established. We recommend that, when collecting primary data is impossible due to budgetary or time constraints, the MCO, as well as other UNICEF country offices, continue exploring the possibility of conducting secondary analysis or employing secondary data sources to operationalize quasi-experimental impact evaluations. Similarly, MCO should pursue agreements with SETSAN and other research organizations in the country to include questions relevant to UNICEF monitoring and evaluation objectives in planned surveys, allowing for better use of these resources in the future.

**Management Response: (Agree, Partially Agree, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Support for roll-out/maintenance and use of food and nutrition information system (SNISAN) in target provinces and districts	MCO, Child Health and Nutrition	Lara Machuama, Roberto Nhambire	December 2025	Underway	UNICEF is supporting the development and implementation of SNISAN, a system that consolidates food and nutrition security data from multiple sources for monitoring key indicators and informing policy decisions. SNISAN facilitates regular tracking of the National Food and Nutrition Security Policy and Strategy (PESAN). Technical and financial	 SNISAN_roadmap proposal_Feb2024_EN

					assistance ensure continuous data collection, system roll-out, and effective decision-making, particularly at subnational levels in targeted districts.	
--	--	--	--	--	---	--