



Terms of Reference (TORs) After Action Review (AAR)



of the Food Security and Livelihoods (FSL) Cluster Coordination In response to Cyclones *Idai* and *Kenneth* emergencies in Mozambique

1 Background

In March and April 2019, Mozambique was hit by two tropical cyclones resulting in loss of life, injury and illness, destruction of livelihoods and infrastructure. Following the cyclones and the flooding they caused, an estimated 2.2 million people required urgent assistance (1.85 million people due to Cyclone *Idai* and 374,000 people due to Cyclone *Kenneth*), on top of 1.78 million people estimated to require humanitarian assistance prior to the cyclones out of which 815,000 people were severely food insecure due to drought.

Cyclone *Idai* (CAT-2 storm) hit the central region of Mozambique (Sofala, including its capital Beira; Manica; as well as Zambezia and Tete provinces affecting 50 districts), leaving an estimated 3,000 km² of land submerged including crop fields, more than 240,000 houses damaged and livestock affected, exacerbating pre-existing food insecurity across the central region of the country. Many families were trapped on high ground, unable to access basic goods and services for days. Tens of thousands of people were displaced. Children, the elderly and people with disabilities were left behind or stranded, while women had to bear the brunt of the storm, as they strove to save their households and livelihoods.

Subsequently, Cyclone *Kenneth* (CAT-4) struck the northern region including Cabo Delgado (affecting 21 districts), destroying more than 45,300 houses.

Following landfall of cyclone *Idai*, Inter-Agency Standing Committee (IASC) Principals and the Government of Mozambique, the Emergency Relief Coordinator (ERC) formally declared a Humanitarian System-Wide Scale-Up Activation for a period of three months until 22 June. This was the first time such a designation was made following the IASC decision in November 2018 to replace the previous “L-3” system-wide activation definitions and procedures with the Scale Up Protocols. The scale-up activation is an inter-agency mobilization mechanism in response to a sudden onset and/or rapidly deteriorating humanitarian situation in a given country, including at the subnational level, where capacity to lead, coordinate and deliver humanitarian assistance does not match the scale, complexity and urgency of the crisis.

Since last quarter of 2019, the country again has been experiencing a significant deterioration of the humanitarian situation due to the recently recorded heavy rains, strong winds and floods that mostly hit the central and northern provinces of the country and affected more than 300,000 people, along with insecurity specifically affecting Cabo Delgado. The overall deterioration has rapidly been resulting in large displacements of people, especially in Cabo Delgado, Sofala and Zambezia, where dire humanitarian needs have recently been reported by the Government of Mozambique (GoM) and its humanitarian partners.

The new crisis follows a devastating year for the country with multiple and consecutive shocks since early 2019, including drought, cyclones, floods and insecurity, especially in the central and northern provinces of the country, leaving approximately 2.5 million people in urgent need of humanitarian assistance.

As the FSL Cluster responses to Cyclones are now in its recovery phase, the FSL Cluster intends to undertake an After Action Review (AAR) of FSL Cluster coordination functioning during the response.



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Coordination Arrangements of the Food Security and Livelihoods Cluster

Food Security and Livelihoods (FSL) Cluster is co-led by FAO and WFP in collaboration with MASA, SETSAN, MITADER and INGC. In response to Cyclones *Idai* and *Kenneth*, the FSL Cluster provided live-saving emergency food assistance as well as support to agricultural livelihoods restoration that stabilized and prevented the deterioration of food security and nutrition situation in the affected areas.

From July to October 2019, FSL Cluster partners (30) transitioned to the recovery phase. In November 2019, with the start of the lean season, the FSL cluster scaled up its food assistance to meet the needs of the 1.3 million most vulnerable food insecure people in cyclones/drought/conflict affected areas classified in Crisis (IPC Phase 3). And, for main agriculture season, the FSL cluster focused on a seeds and tools distribution in cyclones and conflict affected provinces, through in-kind and e-voucher schemes, ensuring proper coordination with partners to cover gaps, avoid overlapping and enable harmonized implementation through complementarity in activities.

2 Description of the assignment

Scope, Purpose and Objective of the After Action Review (AAR)

Scope

The After Action Review (AAR) will focus on reviewing FSL Cluster coordination functioning (need assessment facilitation, needs analysis, response planning, implementation, monitoring, enablers especially coordination and information management) during emergency and recovery phases of Cyclones *Idai* and *Kenneth*, between March 2019 to March 2020.

Purpose

The purpose of the AAR is to provide stakeholders with an external, overall, independent and objective review of FSL Cluster responses to Cyclones *Idai* and *Kenneth* in Mozambique vis-a-vis the Strategic Response plan and cluster core functions, and to identify lessons learnt that could guide preparedness, improved coordination and future response to emergencies of similar magnitude.

Overall Objective

The objective of the AAR is to document FSL Cluster Coordination functioning, at national and sub-national levels, key lessons learnt, challenges faced during responses to cyclones and recommend key actions for future from FSC coordination perspective.

Methodology

The After Action Review will be undertaken through a mixed method approach blending key informants interviews with working group methodology. The review will be undertaken remotely or through a field mission to Mozambique depending on the evolution of the current COVID-19 pandemic situation and travel restrictions. The consultant will also undertake a thorough desk review of relevant documents including strategic response plans for the cyclones, FSL Cluster SOP, Livelihoods Strategy. Operational Peer Review, Inter-Agency Humanitarian Evaluation Report, situational reports, media reports, dashboards, partner's reports and Country Cluster Performance Monitoring (CCPM) report. The consultant will use



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evaluation criteria of appropriateness, effectiveness and efficiency during process of conducting AAR. The AAR should be guided by the six cluster core functions as outlined below: -

Cluster core functions

To support service delivery through: -

- Providing a platform that ensures service delivery is driven by the Humanitarian Response Plan and strategic priorities.
- Developing mechanisms to eliminate duplication of service delivery.

To inform the HC/HCT's strategic decision-making by:

- Preparing needs assessments and analysis of gaps (across and within clusters, using information management tools as needed) to inform the setting of priorities.
- Identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues.
- Formulating priorities on the basis of analysis.

To plan and implement cluster strategies by:

- Developing sectoral plans, objectives and indicators that directly support realization of the overall response's strategic objectives.
- Applying and adhering to common standards and guidelines.
- Clarifying funding requirements, helping to set priorities, and agreeing cluster contributions to the HC's overall humanitarian funding proposals.

To monitor and evaluate performance by:

- Monitoring and reporting on activities and needs.
- Measuring progress against the cluster strategy and agreed results.
- Recommending corrective action where necessary.

To build national capacity in preparedness and contingency planning (see Section 4).

To support robust advocacy by:

- Identifying concerns, and contributing key information and messages to HC and HCT messaging and action.
- Undertaking advocacy on behalf of the cluster, cluster members, and affected people.

Proposed list of groups/partners to be interviewed below:

- Cash-Based WG
- WFP and FAO as co-leads of the FSL cluster in 4 locations (Beira, Chimoio, Pemba and Maputo)
- WFP Sub- Offices (Beira, Chimoio and Pemba)
- OCHA as lead of ICCG
- FSL Cluster Partners in Maputo, Beira, Chimoio and Pemba
- Cluster Coordinators
- Donors



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Key questions for AAR

- How was the coordination of response actions at different administrative levels (local, regional and national) undertaken during the event?
- Were sufficient resources (human, material and financial) available for Food Security Livelihoods Cluster coordination at all levels?
- Were existing contingency/response plans for this emergency effective in identifying actions, making decisions and communicating information?
- How was finance management undertaken during the response?
- How was coordination with donors managed during the event?
- How was information coordinated during the emergency? Were developed information products useful?
- How did the coordination of international and national partners (UN, NNGOs, INGOs, CSOs etc.) take place?
- Was a joint inter-agency/multi-sectoral response plan developed? How did this contribute to enhancing the response?
- Was the food security cluster activated and operational? Was it effective for coordinating roles and responsibilities and for ensuring complementarity between partners?
- How did the preparedness and response plan help support roles of lead agencies(WFP/FAO)?
- Identify the areas in which preparation for this event was most successful.
- How did the Cluster act on resources mobilization/advocacy?
- How did the FS Cluster work in bilateral collaboration with other relevant Clusters (Nutrition, Shelter, Protection) and any joint document/actions were undertaken?

Key outputs / Deliverables

1. Inception Report outlining key methodology to be used and work plan
2. A debriefing cluster and lead agencies at the end of the data collection and analysis to highlight key findings.
3. Draft mission report based on the findings
4. Stakeholder workshop for the validation of the key findings
5. A final report with recommendations, lessons learnt and good practices with incorporation of feedback comments

A detailed final report with the following suggested outline of the report format: Executive summary, background on emergency under review, scope and objective of review, methods, findings, key activities, next step and conclusions (Lessons learnt, Good practices. Recommendations for the FSC in Mozambique, CLAs and gFSC)

3 Timeline and Process

15 working days

The aim is to conduct the AAR in beginning of the 2nd Quarter of 2020.



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| TASKS | NUMBER OF DAYS (PROPOSED) |
|---|---------------------------|
| Desk Review of documents | 3 days |
| Interview with CLAs and FSL cluster Partners in Maputo | 1 Day |
| Interview with CLAs and FSL cluster Partners in Beira | 3 days |
| Interview with CLAs and FSL cluster Partners in Chimoio | 1 day |
| Interview with CLAs and FSL cluster Partners in Pemba | 2 days |
| Debriefing with CLAs and FSL cluster Maputo | 3 days |
| Report writing | 2 days |
| Total | 15 days |

4 Professional requirements

Interested candidates should include in the expression of interest:

- An updated CV;
- A detailed presentation of their background and experience, highlighting significant field experience in the evaluation of humanitarian responses relevant to this assignment;
- A statement of availability for the entire duration of the assignment;
- A daily consulting fee in USD
- A couple of work samples.

Applicants should have:

- Relevant degree / equivalent experience related to the evaluation to be undertaken;
- Strong knowledge about the humanitarian coordination system;
- Significant field experience in the evaluation of humanitarian / development food security actions;
- Previous experience as cluster coordinator is an advantage;
- Good knowledge of Mozambique context;
- Ability to manage the available time and resources and to work on tight deadlines;
- Excellent written and oral communication skills in English.
- Knowledge of Portuguese language is an advantage.
- Independence from the parties involved;

Applications from Mozambique nationals are strongly encouraged.

The deadline to submit expressions of interest for the After Action Review is by close of business on 15th June 2020. Applicants to submit a complete expression of interest via e-mail (gfsc.applications@fscluster.org) and indicate: Application for FSC AAR in Mozambique in the e-mail’s subject line.

If the COVID-19 situation further deteriorate the After Action Review may be postponed to later convenient dates without notice.