EVALUATION REPORTS

Agenda item 6

For consideration

E

SUMMARY REPORT OF THE STRATEGIC EVALUATION OF WFP'S ROLE IN ENDING LONG-TERM HUNGER

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Director, OE*:	Ms H.Wedgwood	tel.: 066513-2030
Evaluation Officer, OE:	Ms D. Prioux de Baudimont	tel.: 066513-2945

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms I. Carpitella, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

* Office of Evaluation

WFP
wfp.org

EXECUTIVE SUMMARY
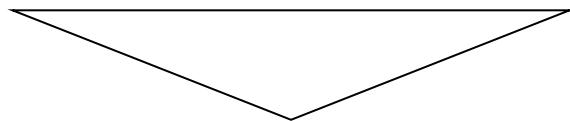
In 2011 WFP's Office of Evaluation carried out four strategic evaluations related to WFP's strategic shift from food aid to food assistance. This strategic evaluation analysed WFP's role in ending long-term hunger. It was carried out by a team of independent consultants.

Three WFP activities were identified to contribute to ending long-term hunger: providing better nutrition and health (mother-and-child health and nutrition); improved education (school feeding); and community assets for poverty reduction (food for work and food for assets). Previous evaluations have considered each of the three activities; however no previous evaluation has examined the activities with a view to their role in ending long-term hunger.

The six case studies included field visits to Bolivia, Nepal, and Zambia, and desk studies of mother-and-child health and nutrition in Guatemala, school feeding in Bangladesh and food for work and food for assets in Ethiopia.

The five evaluation questions, common to all four strategic evaluations in this series, were related to:

1) integrating the three WFP activities into national solutions to end long-term hunger;

2) the appropriateness and effectiveness of the three WFP activities in breaking the long-term hunger cycle;

3) factors in the external operating environment affecting WFP's ability to find and implement long-term hunger solutions;

4) factors related to WFP's organizational capacity that affect its ability to adopt long-term hunger solutions; and

5) factors related to the capacity of WFP staff that affect its ability to find and implement long-term hunger solutions.

The evaluation team concluded that long-term hunger cannot be tackled in isolation. Several findings led the team to propose that WFP should approach hunger holistically, considering hunger as one issue rather than targeting the short and long terms separately. At the beneficiary level, the factors causing short-term shocks and those causing long-term hunger are interconnected.

All three activities were found to be appropriate for addressing long-term hunger – provided that correct targeting and delivery methods are used. However, the current WFP funding model is better suited to short-term emergencies, and the artificial division between short-term emergency response and development impedes integrated programming of the three activities.

WFP
wfp.org

The team found that there is not yet a clearly articulated programming model for identifying WFP's comparative advantages and integrating them into the larger context of addressing long-term hunger. Despite forging excellent relationships with governments as strategic partners, WFP does not appear to be considered a development player. WFP's ability to alter donor perceptions and to define its role within the multi-stakeholder context of humanitarian assistance will determine its future role in addressing long-term hunger.

With regard to internal adaptation, the team concluded that WFP needs to improve its monitoring and evaluation systems, which are inadequate to demonstrate effectiveness and adjust staff career pathways in order to enable optimal use of relevant technical skills. The success of food security analysis could be expanded by widening its net to cover long-term hunger.

The evaluation team made six recommendations, including one broad recommendation with respect to overall findings and five recommendations related to each of the five evaluation questions.

DRAFT DECISION*
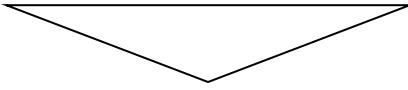
The Board takes note of "Summary Report of the Strategic Evaluation of WFP's Role in Ending Long-Term Hunger" (WFP/EB.1/2012/6-C) and the management response in WFP/EB.1/2012/6-C/Add.1 and encourages further action on the recommendations, taking into account considerations raised by the Board during its discussion.

---

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

INTRODUCTION

Evaluation Features

1. The evaluation's terms of reference identify three WFP activities as its focus: mother-and-child health and nutrition (MCHN); school feeding; and food for work/food for assets (FFW/FFA). The aim of this evaluation is to assess the contribution of these activities to ending long-term hunger and to draw lessons for WFP's future role in ending long-term hunger. The three activities, as implemented between 2007 and 2009, were considered using a combination of deductive and inductive methods.

2. Three countries where all three activities were implemented between 2007 and 2009 were selected for field visits following consultation with the regional bureaux. They provide geographic diversity as well as examples of protracted relief and recovery operation (PRRO) and country programme (CP) models. Seven filters were applied to the final country selection based on classification of poverty, Gini coefficient, gender inequality, incidence of hunger, undernutrition and low birthweight, and progress towards achieving Millennium Development Goal (MDG) targets. The three countries visited by the team were Nepal (Asia), Bolivia (Latin America) and Zambia (Africa). Field work in each country lasted one week and consisted of: key informant interviews at country offices and regional bureaux; government and partner interviews; and focus group discussions at the community level carried out by locally recruited anthropologists. A total of 228 key informant interviews were conducted. In addition, three desk-study countries were selected for examination of particular interventions: MCHN in Guatemala (Latin America); school feeding in Bangladesh (Asia); and FFW/FFA in Ethiopia (Africa).

Global Context

3. The number of undernourished people in the world is estimated to be over 925 million.[1] WFP's ability to end long-term hunger is shaped by both external and internal factors, including short-term crises, which featured strongly during the evaluation period. The global economic context interacts with domestic forces to influence the effectiveness, sustainability, appropriateness, relevance and efficiency of WFP's interventions. Climate change and natural disasters negatively affect domestic agricultural production, in turn affecting local food supplies, domestic food prices and food access. Civil strife and prevalence of disease also affect food production, access to food and use of food at the household level.

WFP's Strategic Directions

4. WFP's interest in long-term hunger can be traced to its 1994 mission statement, which emphasizes that policies governing the use of food aid must be oriented towards eradicating hunger and poverty. The United Nations Millennium Declaration of 2000 also made eradication of extreme hunger and poverty a target. In addition, Strategic Objective 4 of WFP's Strategic Plan (2008–2013)[2] commits WFP to "reduce chronic hunger and undernutrition". The goals under these objectives relate to breaking the intergenerational cycle of chronic hunger, increasing education and improving basic nutrition, meeting the

---

[1] The United States Department of Agriculture (USDA)/Food and Agriculture Organization of the United Nations (FAO) graph included in the terms of reference suggests that the number of hungry people during 2007–2009 rose from 825 million to 1 billion.

[2] The evaluation period spans two Strategic Plan periods: 2004–2007 and 2008–2013.

WFP
wfp.org

food needs of those with disease and strengthening national capacity to reduce hunger (the last is aligned with the current Strategic Plan's Strategic Objective 5). In 2010, WFP established an office to promote long-term hunger solutions, including country- and community-led solutions, in partnership with other players.

5.   The three activities chosen for this evaluation of their role in ending long-term hunger are as follows:

i)   MCHN – supporting the health and nutrition of pregnant and lactating women (PLW), and children in both emergency and development programmes using preventative and curative approaches that address undernutrition and its causes;

ii)   school feeding – encouraging low-income children to attend school, resulting in improved school completion rates, enhanced concentration and increased attendance of girls; and

iii) FFW/FFA – providing food assistance to food-insecure households in return for work, thus substituting income, building community assets and leading to economic growth, increased resilience to shocks and food security.

Conceptual Framework

6.   For the purposes of the evaluation, the following working definitions were used:

➢   *hunger* is a condition in which people lack the required macro and micronutrients;

➢   *undernutrition* is the physical manifestation of hunger; and

➢   *food insecurity* is vulnerability or susceptibility to hunger.

7.   The focus on chronic undernutrition during this evaluation was based on MDG 1. This evaluation was the first to assess the role of the three WFP activities in ending long-term hunger.

FINDINGS

8.   *Evaluation Question 1: To what extent are WFP's activities/mix of activities integrated into national solutions to end long-term hunger?*

9.   Governments are always strategic partners for WFP, and WFP activities were well integrated into national strategies related to hunger. However, no government or WFP country office in the case-study countries had explicit goals for ending long-term hunger. There are hunger-related strategies, mostly linked to MDG 1, in which undernutrition and poverty are proxy indicators for long-term hunger. For example, Bolivia has proclaimed zero malnutrition as its overall policy goal, and Zambia has set its sights at becoming a prosperous middle-income nation by 2030. While these are important objectives, they may not completely overlap with long-term hunger.

10.   WFP's initiatives with governments on strategy papers related to long-term hunger are intended to ensure that its CPs are aligned with national solutions linked to hunger and poverty alleviation.

WFP
wfp.org

11**.** *Evaluation Question 2: To what extent are the activities/mix of activities that the evaluation identifies as contributing to breaking the long-term cycle of hunger appropriate and effective?*

12. **MCHN.** The provision of nutritionally adequate food for MCHN activities is considered to be an appropriate strategy for ending long-term hunger by addressing basic maternal and child nutritional needs, and encouraging mothers and their children to utilize health centres. MCHN activities were consistently implemented in geographic areas targeted for vulnerability to food insecurity. However, MCHN activities in all country offices were not adequately monitored to measure their contribution to long-term hunger. An analysis of outcome indicators presented in the CP logframes, the Strategic Objective 4 Strategic Results Framework indicators and the annual Standardized Project Reports (SPRs) for the case-study countries demonstrated that none consistently measured any MCHN indicators over the life span of the CP or PRRO. As a result, none can conclusively demonstrate if the food and associated support had any effect on long-term hunger. In addition, the evaluation team found little evidence of synergy between MCHN, school feeding and FFW/FFA activities.

13. The SPRs for CPs in four of the six case-study countries showed that the food purchased for MCHN was efficiently delivered with little loss incurred. The quantities of food in MCHN activities were small compared with other WFP activities, but in all cases used a locally made blended food, reducing the costs associated with imported products and increasing demand for local production.

14**.** **School feeding.** A significant percentage of resources in the case-study countries was allocated to school feeding. The cost per beneficiary of school feeding tended to be the lowest of the three activities, but the programme costs may still be excessive from local governments' perspective. National governments tend to provide adequate resources and support to ensure sustainability only when this activity is seen as leading to better education rather than addressing hunger.

15. Geographic targeting is based primarily on food insecurity and drop-out rates, thereby reaching communities at risk of long-term hunger even if the activity does not specifically target malnourished children. Ultimately, the utility of school feeding is seen only over time as beneficiary children become adults. This extended timeframe presents challenges for measuring the intervention's effectiveness in reducing long-term hunger.

16. The Campbell Collaboration Report (2006) challenged the appropriateness of WFP's traditional school feeding activities for ending long-term hunger. It suggested that even WFP's long-term school feeding interventions may be less likely to end long-term hunger than comparable investments in an enabling environment creating jobs for families and school-leavers, except in cases where the activity aims at increasing girls' attendance at school. In this case, school attendance can delay pregnancy and reduce nutritional risks associated with early pregnancy.

17**.** **FFW/FFA.** In responding to local disasters and environmental needs, a broad range of FFW/FFA activities and large number of beneficiary households were observed in the case-study countries. None of the countries visited had a global strategic livelihoods framework to guide activity development; only Ethiopia (a desk-study country) had such a framework. While FFW/FFA is an appropriate and effective response to hunger, its localized character makes it particularly relevant to those communities targeted on the basis of environmental vulnerability.

18. **Voices of the poor.** A local anthropologist's focus group discussions with vulnerable communities about their understanding of hunger highlighted some contrasts between vulnerable groups and other stakeholders. Focus-group participants did not criticize particular interventions; they showed interest in the delivery of the food rations rather than the creation of assets. They also suggested other priorities such as vocational training opportunities (instead of school feeding) and out-migration for seasonal labour (instead of FFW/FFA). These anthropological studies determined that beneficiaries and non-beneficiaries alike perceived that WFP's interventions bypassed addressing their hunger concerns.

19. *Evaluation Question 3: How do factors in the external operating environment — including donors, partnerships, the policy environment, and social, political, economic and cultural conditions in the country — affect WFP's ability to find and implement long-term hunger solutions?*

20. Several external factors affected WFP's ability to find and implement long-term hunger solutions, most importantly: i) food price volatility and its effect on WFP's resourcing and poor people's access to food; ii) the close link between short-term crises and long-term conditions; iii) the uncertainty of WFP funding; and iv) donors' perceptions of WFP.

21. **Food prices.** Food prices on world markets rose sharply in 2007 and remained high throughout 2008 and 2009 in many developing countries. All six countries reviewed in this evaluation were affected. Prices of basic staples increased from between 10 percent in Zambia and nearly 90 percent in Ethiopia. This affected WFP programming, with case-study countries showing reduced resource flows, and shifting to relief and PRRO activities, which had greater chances of being funded.

22. **The link between short- and long-term crises.** During 2007–2009, all case-study countries experienced short-term crises – often attributed to natural disasters and civil strife – along with chronic hunger. Short-term shocks have implications for long-term hunger. Natural and man-made disasters can decrease domestic agricultural production, affecting local food supplies and leading to an increase in food prices. The general perception among key informants was that long-term hunger cannot be addressed without also addressing vulnerability to short-term crises. WFP's activities were seen to be designed with either short- or long-term aims in mind, rarely incorporating the two into one programme.

23. **WFP funding volatility.** WFP's funding structure is dependent on voluntary contributions from donors, and this was seen to create ongoing shortfalls. Strategies for dealing with shortfalls included reducing the quantity, regularity and quality of food distributed; shifting food commodities and geographic coverage; reducing the number of beneficiaries and cutting staff. WFP staff members highlighted the detrimental effects of shortfalls on partnerships, agreements, commitments to the target population and conflict resolution, and noted an inability to implement the programmes they designed. Funding uncertainty is a major stumbling block for any strategy aiming to end long-term hunger.

24. **Donor and partner perceptions.** WFP has good relationships with governments as strategic partners and functions well within the United Nations network of agencies. Nonetheless, stakeholders did not necessarily perceive WFP to be a development player with a comparative advantage for addressing long-term hunger, but often perceived it as better suited for emergency responses. In addition, they did not have confidence in WFP's long-term commitments because of its funding structure. Consequently, donor support to WFP tended to shift from development (long-term) activities to relief (short-term) activities under budget duress, except in Bolivia. WFP's support for building stronger

national food security systems, including vulnerability analysis and mapping (VAM), may change this perception over time.

25. *Evaluation Question 4: What factors related to WFP's organizational capacity, including its processes, systems and culture, affect its ability to adopt long-term hunger solutions?*

26. The following factors affected WFP's ability to adopt long-term hunger solutions: i) WFP's funding; ii) variable food deliveries; iii) organizational structure; iv) monitoring system; and v) VAM methodology.

27. **Funding.** The uncertainty of funding to cover approved projects and the occasional delays between WFP's submissions for approval and the arrival of donor funds were seen to negatively affect implementation, including through the scaling back of activities and delays in food deliveries.

28. **Variable food deliveries.** WFP has consistently delivered its food assistance on time and in committed quantities as far as funds were available, which has meant irregular deliveries at times. Irregular food supplies affect intra-household food-sharing mechanisms, household coping strategies and expenditure patterns. This is most clearly seen in MCHN activities in which irregular supplies of food intended for one family member, such as fortified blended foods, are likely to be shared. Sharing dilutes their intended nutritional impact and cost-effectiveness since these foods are more expensive than those included in general food rations. Financial commitment to ensure timely and regular food assistance must be an integral part of any long-term hunger strategy, whether through MCHN, school feeding or FFW/FFA.

29. **Organizational structure.** WFP does not yet have a system for programming activities that address long-term hunger. The various components of a potential system are dispersed among several Headquarters units. These "grey areas" are replicated in country offices.

30. **Monitoring systems.** There is no monitoring system for WFP to track the effectiveness of any of the three interventions, or their combined effect on long-term hunger. The monitoring system for data collection is impressive, but its focus is on tracking food deliveries or beneficiary participation rather than measuring the effect of WFP's interventions on long-term hunger; it was not designed for that purpose.

31. **VAM methodology**. Country offices in all case-study countries demonstrated an ability to identify and geographically target food-insecure areas. They often produced national-level vulnerability and food-insecurity data for use by governments and other stakeholders. However, their systems did not include a method for tracking individual household food security status over time in relation to WFP programming and other external factors. Although VAM has become an indispensable tool in most countries where WFP operates, WFP should build on its reputation to prove its utility for long-term hunger solutions.

32. *Evaluation Question 5: What factors related to staff capacity, including skills, knowledge, attitudes and motivations, affect WFP's ability to find and implement long-term hunger solutions?*

33. Four factors affected WFP staff capacity: i) motivation; ii) funding uncertainty; iii) staff technical skills; and iv) training and learning dynamics.

34. **Motivation.** The evaluation team found WFP staff to be highly skilled and motivated despite heavy workloads, using their knowledge of local context and willing to work in difficult and remote areas. Staff members have developed effective partnerships with government ministries, non-governmental organizations (NGOs) and United Nations

agencies. The importance of these individual relationships for effective partnering cannot be over-stressed.

35. **Funding uncertainty.** Unreliable funding has put pressure on country office management with regard to effective control, placing more demands on local staff members, who may lack experience. It has also led to increased job insecurity, excessive workloads, loss of staff and the use of external consultants to accomplish internal programme tasks.

36. **Technical skills.** Staff technical capacity in finance, logistics, VAM analysis and food security information systems was found to be excellent. VAM skills were so developed that in Nepal and Zambia, the VAM officers were seconded to government positions. In Bolivia, where the VAM officer had to leave because of a lack of funding, the maps he developed were taken up by the Government for use in targeting. WFP offices were also developing capacity in nutrition and demonstrated considerable skills in negotiating and collaborating with Governments, donors and other partners. The offices lacked skills related to scientifically based evidence tracking and demonstrating the effectiveness of food assistance in long-term hunger solutions. Staff promotion policies did not always allow for individuals' skills to be used in an optimal manner.

37. **Training and learning.** Training and learning opportunities that might promote long-term hunger solutions have been uneven. The evaluation team noted some good examples of peer-to-peer training and learning. However, staff members suggested that one way to minimize the time required for new strategy changes to "sink in" at the country-office level is to develop more "learning through policy dialogue" on strategic and policy issues. Good-practice suggestions included allocating 10 percent of programme aid for developing the capacity of local staff and implementing partners, and implementing WFP's programmes as an experiment to assess their impact on ending long-term hunger. Country office staff reported that they have not been advised sufficiently in advance about strategy changes and have not been instructed about how to adapt country office planning and programming as a result. This has left individual operations to develop their own solutions based on staff members' own understanding and needs.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

38. *Evaluation Question 1: To what extent are WFP's activities/mix of activities integrated into national solutions to end long-term hunger?*

39. Long-term hunger cannot be tackled in isolation, and assessing its origins and solutions requires cooperation among different social and economic sectors. Strong coordination at the government level among various ministries is therefore essential, not only to elaborate multi-sector strategies, but to ensure that they are actionable and that resources are properly targeted for optimum effect. National hunger strategies exist in the case-study countries, although they refer to MDG 1 and not explicitly to long-term hunger. WFP's programmes were found to be very well integrated in government development plans and incorporated in WFP–government country strategy papers. WFP country offices have developed very effective partnerships with ministries, ensuring mutual understanding of the issues, problems and solutions. However, the evaluation team could not find a direct link between government-level strategies and MCHN, school feeding or FFW/FFA, because ending long-term hunger had not yet been articulated in either government or WFP documents.

40.   If WFP is to address the issue of ending long-term hunger, it needs to lead integrated nation-wide campaigns that involve civil society in determining strategies and solutions.

41.   *Evaluation Question 2: To what extent are the activities/mix of activities that the evaluation identifies as contributing to breaking the long-term cycle of hunger appropriate and effective?*

42.   There was a general consensus that all three activities may be appropriate for addressing long-term hunger, provided they target the right people and are delivered in time. The choice of activities itself is less critical than choosing the correct targeting and delivery methods. Based on the six countries studied, the three activities appear to be efficient and cost-effective[3] in terms of food-aid delivery, but these are not measures of the impact of such food assistance in ending long-term hunger; no yardstick to measure this was found. The life-cycle approach is a useful framework that helps integrate activities and could potentially be applied more systematically.

43.   Funding constraints have led to reductions in beneficiary numbers in some areas, and have delayed the delivery of rations. The findings suggest that some people who are vulnerable to long-term hunger have been unaffected by WFP's interventions.

44.   *Evaluation Question 3: How do factors in the external operating environment - including donors, partnerships, the policy environment, and social, political, economic and cultural conditions in the country - affect WFP's ability to find and implement long-term hunger solutions?*

45.   WFP's reliance on voluntary donor pledges, combined with food-price[4] volatility, presents a difficult environment for WFP to carry out its activities. Rising food prices both increased the vulnerability of some populations to hunger and posed challenges as WFP sought to maintain its commitments. Programming in response to short-term shocks and to long-term conditions ran in parallel. Staff generally responded with creativity to these constraints, but tended to choose whatever could be funded. As a result, the potential for the three activities to play stronger roles in long-term hunger solutions was weakened.

46.   Despite forging excellent relationships with governments as strategic partners and functioning well within the United Nations network of agencies, WFP does not appear to be considered a development player and has not yet succeeded in demonstrating its comparative advantage in addressing hunger.

47.   WFP's ability to alter donor perceptions and to define its role in the multi-stakeholder context of humanitarian assistance will determine its future role in addressing long-term hunger.

48.   *Evaluation Question 4: What factors related to WFP's organizational capacity, including its processes, systems and culture, affect its ability to adopt long-term hunger solutions?*

49.   The WFP funding model increasingly puts pressure on country offices to mobilize resources, which consumes staff time, creates a "hand-to-mouth" mentality and inadvertently lengthens approval time and project extensions. The barriers to integrated programming are further exacerbated by the division of activities and reporting requirements in different organizational units. This leads to parallel initiatives and impedes monitoring and tracking. WFP's monitoring systems, although elaborate and sophisticated,

---

[3] On cost effectiveness and efficiency, see Annex 5 of the full evaluation report.

[4] This includes fuel cost, employment, the credit crunch and other factors that have negatively affected the resource mobilization climate.

have been designed primarily for tracking food commodities and beneficiary coverage rather than the effect of food assistance on long-term hunger.

50. However, WFP has been successful in developing food security information systems, VAM and Purchase for Progress (P4P) – a local food-purchasing programme. All are widely accepted by governments and often incorporated into their own strategies to assess risks, develop solutions and promote local food production and export. In identifying vulnerable areas and groups, VAM is a potential integrator for both short- and long-term interventions, and a mechanism for WFP to enter the wider sphere of responding to poverty and underdevelopment. P4P saves on delivery costs and contributes to poverty alleviation, thereby addressing long-term hunger. However, WFP's Food Security Analysis Unit may need to develop methods for improving targeting and widen its net to cover long-term hunger.

51. *Evaluation Question 5: What factors related to staff capacity, including skills, knowledge, attitudes and motivations, affect WFP's ability to find and implement long-term hunger solutions?*

52. During this evaluation, WFP staff all proved to be dedicated to their mission, often in very difficult circumstances. They have developed very effective partnerships with government ministries, NGOs and other United Nations agencies. Their capacity to perform is affected by resource constraints, which often puts them under excessive pressure.

53. International staff are often rotated and promoted with little regard to their technical background and skills, except in transport, finance and logistics, and in some cases nutrition. They are sometimes placed in positions where their skills cannot be fully used. At the country level, national staff have an in-depth understanding of the causes of long-term hunger; however, they are not always given opportunities to implement Headquarters strategies in line with the national context.

54. Within WFP, this mismatch between local knowledge and Headquarters strategic direction translates into an operational gap in terms of designing, implementing and tracking the three activities in order to contribute to long-term hunger solutions.

Recommendations

55. **Broad recommendation: WFP should approach hunger holistically, integrating short-term and long-term hunger solutions**. A holistic model incorporating factors in short- and long-term hunger, and integrating MCHN, school feeding and FFW/FFA, can be used for dialogue with beneficiaries, non-beneficiaries, partners, civil society, governments and donors.

56. **Recommendation 1: WFP should ensure that those who are vulnerable to hunger are actively engaged in choosing, shaping, implementing and evaluating the hunger solutions that affect them.** The case studies suggest different interpretations of long-term hunger among WFP, governments and vulnerable people. Building civil-society partnerships where the people most vulnerable to hunger are actively engaged in shaping hunger solutions is imperative to designing appropriate interventions.

57. **Recommendation 2: WFP should adopt a life-cycle approach to hunger.** WFP has a comparative advantage through multiple entry points for addressing hunger. MCHN, school feeding and FFW/FFA activities should be designed to complement each other and other hunger solutions. A framework for understanding the crucial points of intervention

for long-term hunger across the life cycle can help WFP country offices to track the impact of their interventions.

58. **Recommendation 3*:* WFP should work with donors and other United Nations agencies to develop a funding model consistent with long-term hunger solutions and to challenge donor governments to meet their food security-related funding commitments.** This model should ensure stable levels of funding from donors, enabling WFP to address both short- and long-term hunger simultaneously, and reduce the amount of resources that need to be mobilized at the country-office level.

59. **Recommendation 4: WFP should develop a model to demonstrate its comparative advantage in addressing long-term hunger.** WFP staff perceive a clear role for WFP's engagement in ending long-term hunger. However, donors and partners do not necessarily share the same understanding. Differences in perceptions may be mitigated by articulating WFP's potential contributions to donors and partners, including its comparative advantages**.**

60. **Recommendation 5: WFP should have core-funded long-term career paths up to the senior level for technical specialists, which are performance-assessed in terms of ending long-term hunger.** Technical staff are generally considered for a career on par with generalists, and often placed in managerial positions when their technical skills can be better utilized to continue pursuing skilled technical functions.

ACRONYMS USED IN THE DOCUMENT

CP	country programme
FFA	food for assets
FFW	food for work
MCHN	mother-and-child health and nutrition
MDG	Millennium Development Goal
NGO	non-governmental organization
P4P	Purchase for Progress
PRRO	protracted relief and recovery operation
SPR	Standardized Project Report
VAM	vulnerability analysis and mapping