



World Food  
Programme



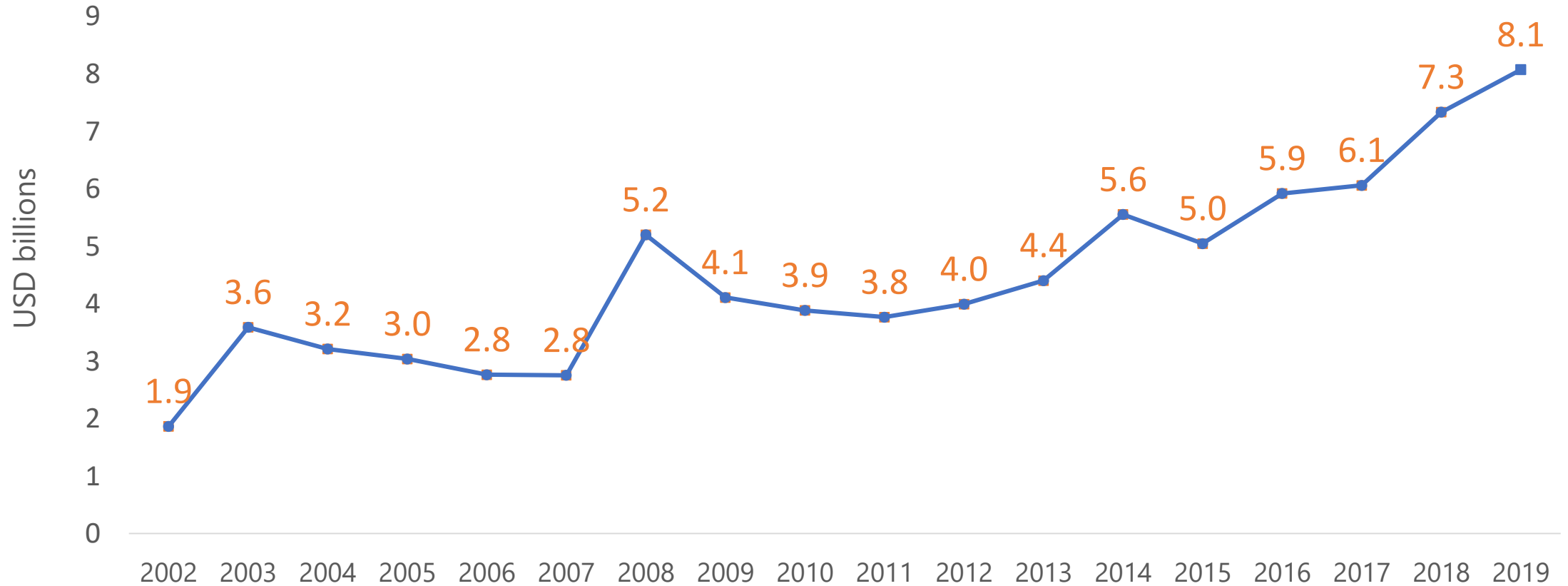
# Strategic Evaluation of Funding WFP's Work

SAVING  
LIVES  
CHANGING  
LIVES

WFP Office of Evaluation

May 2020

# The context – funds for WFP's work



# Overview of the evaluation

The evaluation includes government and private sector funding and covers the following areas:



The policy framework, strategy and organizational structure



The tools, approaches, incentives and individual capacities

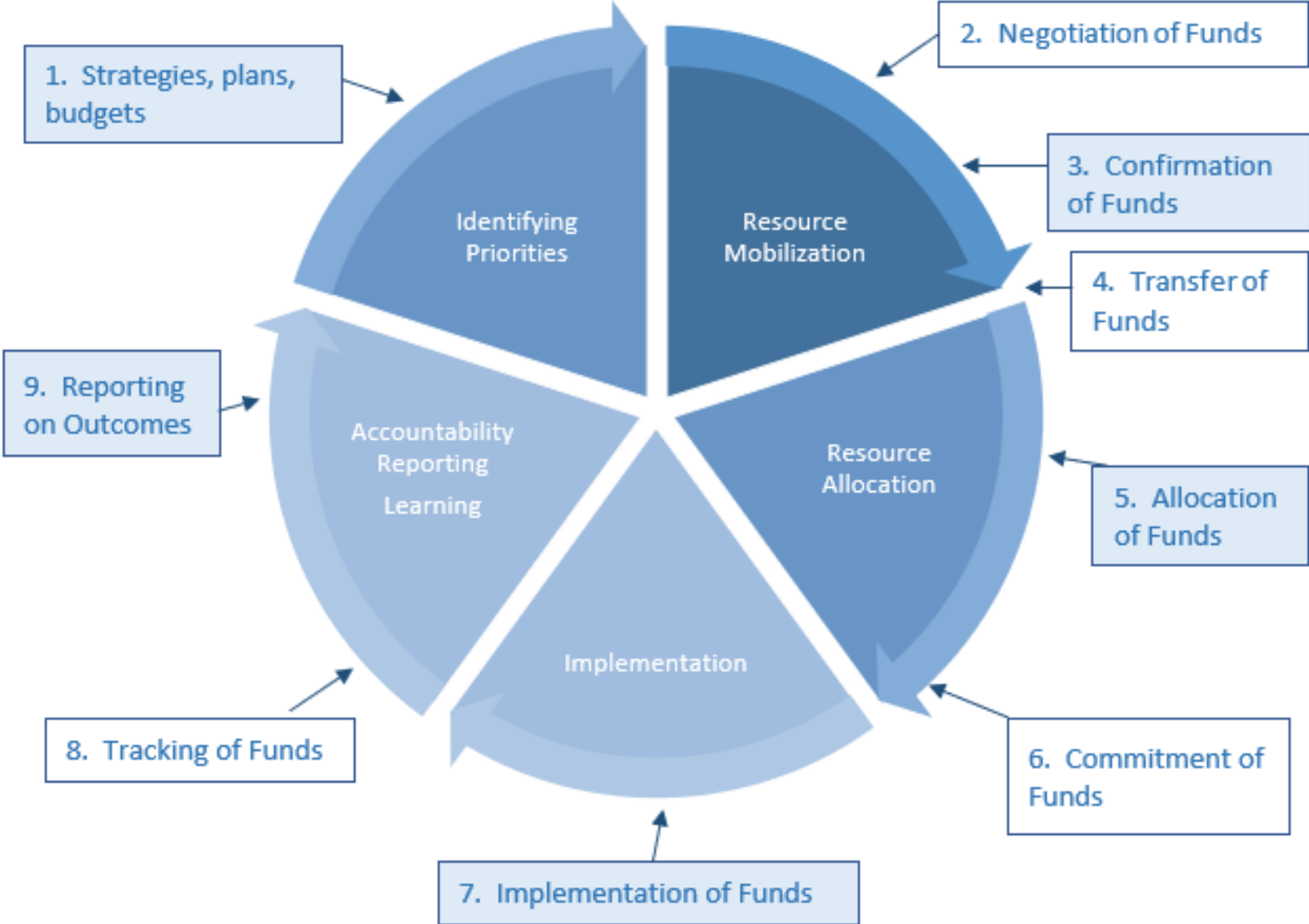


The move to the Integrated Road Map



Internal resource allocation mechanisms

# Overview of the evaluation



# Overview of the data collection

The data used in the evaluation was collected through:



an extensive review of strategies, policies and guidance documents as well as administrative data



a comparative study of similar organizations



interviews with HQ stakeholders



visits to ten WFP global offices, eight country offices and six regional bureaux



nearly 400 internal and external stakeholders interviewed

## **WFP Global Offices visited:**

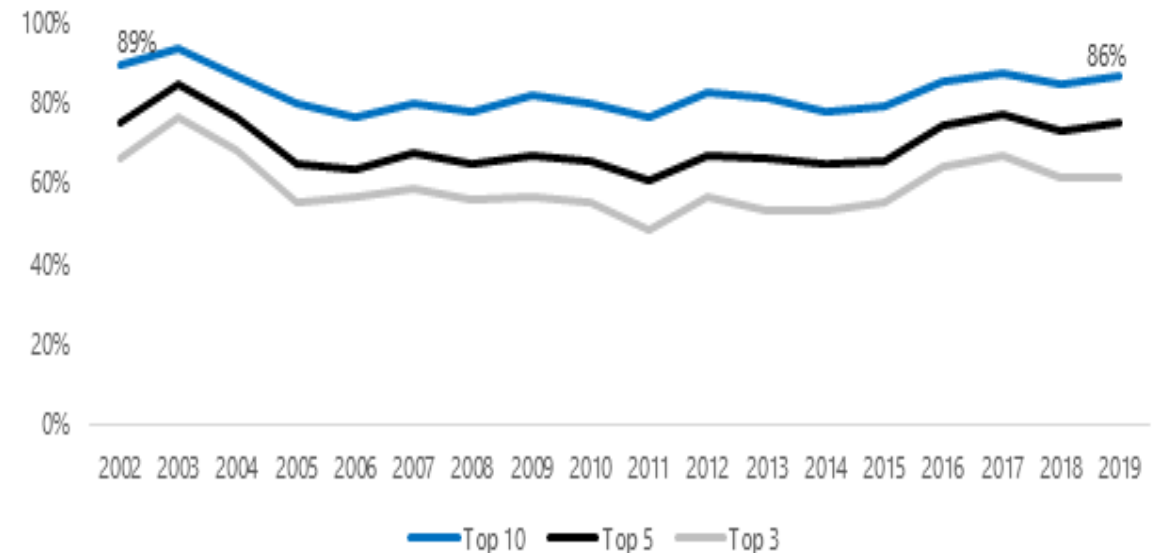
Beijing, Berlin, Brussels, Dubai, Geneva, London, New York, Seoul, Tokyo and Washington.

## **Country Offices visited:**

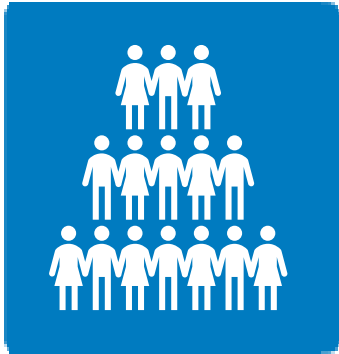
Armenia, China, Ethiopia, India, Kenya, Malawi, Niger and Somalia (in Nairobi).

# Findings – policy framework, strategy and organizational structure

- WFP's budget has been driven upwards but continuity of that funding is uncertain.
- Donor reactions to the funding gap are mixed.
- Internal stakeholders are also split on priorities across the dual mandate.
- No overarching strategy on funding exists.
- Multiple approaches to resource mobilization have largely been successful.



# Findings – tools, approaches, incentives and individual capacities



- Not yet been successful in tapping into development funding platforms at scale.
- Success in private fundraising has been limited to date.
- Approaches to innovative financing have been piecemeal.
- New fundraising tools have potential to support WFP's private fundraising ambitions.
- Capacity gaps prevent a more effective approach to attracting adequate and appropriate funding.

# Findings – the move to the Integrated Road Map



- Expected benefits of the IRM not yet fully experienced.
  - more flexibility, continuity and predictability of funding
  - more comprehensive donor support across work in emergencies, resilience and development



# Findings – internal resource allocation mechanisms



- Prioritization within funding needs when communicating with donors has at times been left open to interpretation.
- Inability to apply flexible indirect support cost rates has made it less competitive.

# Conclusions



WFP has performed well but the positive trend in total funding masks disparities across different contexts and types of work



WFP's funding model is risky and not fully suited to the changing funding environment in which it operates



The Integrated Road Map has heralded a shift but funding for the organization has not yet fully aligned with this approach

# Conclusions



WFP's funding ambitions are not fully realistic and often not backed up by commensurate efforts to achieve them



Internal capacity for partnerships, resource mobilization and related functions is strained, particularly at the country office level



Because WFP has limited opportunities to allocate resources internally, its ambitions for strategic priorities to drive funding decisions are frustrated

# Recommendations



Articulate with one voice WFP's full mandate and priorities



Strengthen the foundation for funding WFP's work aimed at changing lives



Diversify WFP's sources of funding



Invest in critical resource mobilization and communications, marketing and advocacy personnel

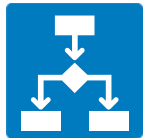
# Recommendations



Invest in the necessary tools, products, processes and protocols for better services related to funding



Achieve relevant ambitions envisioned in various components of the IRM



Improve corporate resource allocation processes



Strengthen WFP's advance financing mechanisms