

WFP Funding Evaluation Talking Points

Annual Consultation on Evaluations

27th May 2020

Management Response to Recommendations from the strategic evaluation of Funding of WFP's work

1. Mr. President of the Executive Board, I am pleased to present the management response to the recommendations from the strategic evaluation of the Funding of WFP's work. The evaluation covers the period from 2014 to 2019.
2. Management welcomes this report which comes at a time when the funding requirements of WFP are at an all-time high and the revision of needs in response to Covid-19 are being compiled as we speak today.
3. I joined WFP in February 2019 and feel fortunate that this evaluation has taken place at this point in time. This is, for me, as the AED for Partnerships and Advocacy, one of the main evaluations to support the roadmap of the Department moving forward. I believe it is important to have this external opinion to reinforce our priorities, whilst also recognizing the challenges we face. The tasks ahead of us are immense – closing the funding gap, bringing down the needs of the organization and diversify the funding base. At the end of the day, we must have a very robust fundraising approach that makes our organization fit for the future.

4. I believe it is important to note that the recommendations were shared with us for comment before the impact of Covid-19 began to be felt around the world. While you may not see Covid-19 explicitly referenced in the recommendations, we must ensure that we put these recommendations within the context of our evolving Covid-19 fundraising approach.
5. Overall, Management agrees with the eight recommendations which span across policy, strategy and technical areas.
6. Recommendation 1 recognizes the opportunities presented by the development of our new Strategic Plan to "*clearly articulate with one voice WFP's full mandate and priorities - and act accordingly*". The consultative process for the next strategic plan is well underway and will capture the importance of maintaining capacity to respond to emergencies whilst also describing WFP's role in sustainable development. It will also emphasize partnership strategies that seek to ensure adequate funding for the Strategic Plan's full implementation.
7. Recommendation 2 draws attention to the investments needed to enable WFP to undertake its changing lives responsibilities, including support to national efforts to achieve the SDGs. There is a very real commitment to implementing this recommendation, with a number of actions already underway. Under the leadership of Valerie Guanieri and myself, the collaboration between our two departments - the Partnerships and Advocacy Department and Programme and Policy Development Department - has truly deepened over the past year and this will continue to be a priority for both of us. This is supported by the jointly implemented Programme & Partnership Support CCI, which includes a focus on demonstrating how programme needs related to development align with

development funding opportunities. In addition, a Strategic Partnerships Division headed by a senior D2 leader was established in 2019. This has driven the design of a tailored *development offering* that links WFP's *value add* to government-led approaches, and demonstrates how and when to seek funding support from key partners such as the International Finance Institutions. Progress has been encouraging but we know that we cannot afford to lose the momentum and we must continue with such investments.

8. Recommendation 3 focuses on the need to diversify funding sources. We will have a specific session on the private sector this afternoon, so I will focus on other areas of funding diversification. For now, I can confirm that we are on-track with implementation of this strategy.
9. This recommendation encourages WFP to move more deliberately into the innovative financing space, as well as into new types of partnerships with UN agencies. We fully agree and work is already underway in these areas through CCI funding. A cross-functional Steering Committee has been established to define WFP's strategy on innovative finance and to develop and pilot appropriate financing mechanisms. Although in its infancy, we have some of WFP's key thought leaders and technical experts working on this issue but once again, we need to keep ourselves focused on this while recognizing the additional pressures we are currently handling with Covid-19.
10. Recommendations 4 and 5 highlight some key personnel issues, as well as processes and systems, which need to be addressed. Much has already commenced, but we recognize that much still remains to be done. There have been investments in strengthening the partnership and communications functions through the

appointment of a full time staffing coordinator and the creation of FIT (Future International Talent) pools.

11. Similarly for processes and systems, there have been some key, strategic investments such as the development of the Salesforce tool and a revision to the grants management system. Furthermore, specific expertise in advocacy, branding and marketing has been brought into the organization. We are committed to continuing with these investments and where it makes sense, strengthening them further.
12. Recommendation 6 is dedicated to the Integrated Road Map (IRM) and encourages us to apply lessons learned from the first generation of CSPs as we embark on the 2nd generation. As detailed in our response, this has already started on both strategic and technical levels and we are committed to continued development of tools, guidance and approaches which reflect the realities of our field operations, whilst also taking account of evolving global contexts.
13. Recommendations 7 and 8 turn to budget and financing issues, with 7 focusing on our internal resource allocation process while 8 raises important issues related to our advance financing mechanism. Both of these are complex processes which have evolved as the organization has grown to its current scale. The Bottom Up Strategic Budgeting Exercise (BUSBE) will help to pull many of these threads together and will support the streamlining of much of the current work being undertaken. We have made some significant changes to the processes around the the Strategic Resource Allocation Committee (SRAC) in recent months, and are committed to further working on these.

14. I would like to conclude these remarks on the management response by emphasizing our support for the direction that is outlined in this evaluation. I feel privileged to lead the implementation of these recommendations, working closely with my AED and other colleagues across the organization. Thank you, Mr. President.