



WFP EVALUATION

Evaluation of Kenya WFP Country Strategic Plan 2018-2023



World Food Programme

SAVING LIVES
CHANGING LIVES

May 2023

Round Table

COUNTRY CONTEXT – SELECTED ISSUES

- High vulnerability to **climate change**
- 89% **arid/semi-arid lands**
- 4 million+ in **acute food insecurity**
- High levels of **inequality**
- 12%+ in **severe multidimensional poverty**
- **Host** for over half million refugees
- Roadmap on **gender equality**



WFP CSP 2018–2023

Four strategic outcomes

Beneficiaries

3.3 million targeted 2018-2023.
1.2 million reached in 2021
1.5 million reached Jan-Sept 2022



64%

Emergency response -
Refugees & asylum
seekers

S01



30%

Smallholder access
to markets

S02



3%

Livelihoods &
resilience; country
capacity
strengthening

S03



3%

Supply chain
services

S04

METHODOLOGY



- ✓ **Desk analysis** - evaluation & other data
- ✓ **Field site visits** (Nairobi; Baringo; Isiolo; Turkana; Garissa)
- ✓ **Interviews** (180+); **focus groups** (over 60+)
- ✓ **Theory of change**
- ✓ **Cross-cutting & ethical issues**

EVALUATION FINDINGS

Q1. RELEVANCE & STRATEGIC FOCUS



Well aligned with national and sub-national priorities



Relevant to the needs of the most vulnerable, e.g. refugees but some gaps



Externally coherent (UN agency policies/priorities)



Adaptation to evolving priorities



Strong internal coherence but some silos

Q2. CONTRIBUTION TO STRATEGIC OUTCOMES



SO1 Refugees: Reached those in need – but with less food than planned until 2022



SO2 Food insecure and vulnerable populations: Stable access to food.
Positive changes - community asset creation & livelihoods.
More comprehensive food systems.



SO3 Livelihoods & CCS Contribution to national systems and policies.
CCS some weaknesses



SO4 Supply Chain More food purchased from smallholder farmers.

Q2. CROSS CUTTING ISSUES



Humanitarian Principles ✓
Protection ✓
AAP ✓



Gender equality ✓ but gender-based violence a challenge



Promising initiatives - self-reliance, economic development, integration



Strengthening social cohesion = modest contributions to peace

Q3. COST EFFICIENT USE OF RESOURCES TO CONTRIBUTE TO CSP OUTPUTS AND OUTCOMES



Timely – despite COVID-19



Efficient food distribution - UNHAS highly efficient



More cost-effective cash modalities hindered by regulatory issues

Q4. FACTORS EXPLAINING PERFORMANCE



Funding constraints vs increased needs (but some recent success)



Limited cross-programme linkages (but efforts to improve)



Partnerships - government & local actors



Staff skills – strategic realignment



M&E data – but demanding portfolio, need for analysis

HIGH-LEVEL CONCLUSIONS (1/2)



Unfinished agenda - strategic shift from saving lives to changing lives

- Growing humanitarian needs
- Vision mismatched with budget
- Donor policies and strategies non-aligned with shift.
- Further progress limited by:
 - Limited programme integration
 - CCS improvements
 - Strengthened M&E & reporting

HIGH-LEVEL CONCLUSIONS (2/2)



From delivering to enabling

- Adaptation of strategic positioning
- Strengthened policies, institutions & capacities
- Closeness to decision-making & governance systems
 - balancing humanitarian principles, including independence
 - staff capacity needs, CCS strategy, food systems development, innovation.

RECOMMENDATIONS

1

INVEST IN SELF-RELIANCE AND RESILIENCE

2

ENHANCED FOCUS ON GENDER AND NUTRITION

3

STRENGTHEN ORGANIZATIONAL COHESION, HR & PROGRAMME INTEGRATION

4

GOVERNANCE ANALYSIS; APPROACH TO CCS

5

STRENGTHENED M&E/REPORTING

6

STRENGTHEN SUPPLY CHAIN FUNCTION & APPROACH TO FOOD SYSTEMS & RESILIENCE