



World Food Programme
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Programa Mundial de Alimentos
برنامج الأغذية العالمي

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Evaluation reports

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Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the annual evaluation report for 2023

1. Management acknowledges the annual evaluation report for 2023 and appreciates the Office of Evaluation's continued dedication to maintaining an evaluation function that is independent, credible and useful and that aligns with the norms and standards set by the United Nations Evaluation Group, enhancing organizational learning, accountability, transparency and performance. Management commends the improvements made to this year's report, which features a streamlined structure including a summary of key findings from centralized evaluations. The following points constitute management's response to the most critical findings and an overview of ongoing work to addressing them.
2. **Earmarked funding.** Management recognizes the challenges posed by highly earmarked funding, which can limit WFP's ability to respond to changes in operating environments and to plan effectively in the short and medium term. To overcome these limitations, WFP is intensifying its engagement with donors to advocate for more flexible funding arrangements, with the aim of fostering a deeper understanding of the operational limitations that result from earmarking. Its strategy includes strategic engagement, evidence-based advocacy and policy advocacy. WFP will continue to use global frameworks such as the Grand Bargain and the Funding Compact to advocate for changes to donor funding practices to support more sustainable and less restrictive funding models. WFP's flexible and predictable funding strategy will complement current efforts to diversify funding sources.
3. **Country office organizational structures.** Given the changing global context, an increasing number of country offices (including those for Benin, Cambodia, Kenya, Malawi and Senegal) are going through organizational reviews and alignments, with the support of the Human Resources Division, who have developed sample structural guidance models as well as guidance on minimum structure according to the scale and complexity of operations. Regular organizational reviews and alignments ensure that offices are structured in the best way possible and that they have the necessary capabilities and capacity to succeed.

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4. **Integrated and cohesive country strategic plan (CSP) design and implementation.** Following the 2023 evaluation of its policy on CSPs, WFP is enhancing its implementation of the CSP policy, including by introducing internal reforms that streamline processes and strengthen performance management and evidence gathering. These reforms are designed to align CSP goals more closely with the capacities and resources of country offices. Notably, the CSP budget revision process is being simplified to foster better programme integration, particularly for operations in response to new crises.
5. Furthermore, WFP continues to align its development portfolio with the strategic priorities and outcomes of the United Nations sustainable development cooperation framework. Greater use will be made of the theory of change model to improve programme integration, including in transitional settings. A recent review of such practices has led to updated guidance that will influence future CSPs. These plans will focus on the priorities of governments and partners, emphasizing programme prioritization and relying on systematic evidence use. New guidelines will ensure that CSPs are people-centred and prioritize programmes effectively, informed by robust needs assessments, operational challenges and risks and WFP's unique strengths.
6. **Targeting.** WFP is committed to enhancing its targeting strategies across various dimensions. The Programme Operations Department has established a dedicated workstream to strengthen the way in which country offices utilize national targeting systems. WFP is set to revise its operational guidance on targeting into a more comprehensive manual in 2024, with further integration of the principles of vulnerability, diversity, equity and inclusion. At the operational level, WFP is developing evidence-based programme prioritization frameworks that will be updated annually and form a basis for the common programmatic changes made in the face of fluctuating resources.
7. Following the 2021 external audit on the management of information on beneficiaries, WFP integrated reporting on "intensity of assistance" (an indicator measuring cost in USD per beneficiary, duration and ration size) into the annual performance report. The adoption of this methodology at the country level will strengthen evidence-based and prioritized planning and budgeting and inform targeting in times of sudden or gradual resource shortfalls.
8. **Country capacity strengthening indicators.** In 2023, WFP introduced 14 new sector-neutral outcome indicators for country capacity strengthening services and improved the data structure for output indicators, enhancing the detail and coherence of the monitoring framework. Specialized monitoring staff from headquarters have trained country office teams on implementing these changes. These improvements allow for flexible integration of these indicators into CSPs, ensuring that country offices can choose those that best reflect their country capacity strengthening goals. Additionally, WFP is developing methods and guidance for generating qualitative evidence to support these indicators, which will deliver more detailed and comprehensive monitoring data for both local offices and global oversight mechanisms.
9. **Protection and accountability to affected populations.** In 2023, the Programme Operations Department updated its guidance on the community engagement for accountability to affected populations strategy and action plan to support country offices. This resulted in an increase in the percentage of offices with functioning community feedback mechanisms from 73 percent to 82 percent and those with community engagement action plans from 20 percent to 29 percent. WFP also revised standards for community feedback mechanisms and deployed a digital solution, SugarCRM, to meet inter-agency and environmental standards. WFP focused on capacity building by launching a comprehensive toolkit for partners, stressing the need for sustained resources during organizational restructuring to preserve and enhance accountability to affected populations.

10. **Environmental sustainability.** Environmental sustainability is a cross-cutting priority, while environmental and social safeguards are an operational tool designed to ensure that WFP operations do no harm. Due to funding constraints, WFP's commitment is to ensure the implementation of the screening phase, **which is** the first step of a comprehensive approach to safeguarding. Other procedures include triggering mandatory environmental and social impact assessments for high-risk interventions and assessing challenges in applying environmental and social safeguards. These additional procedures require further institutionalization, funding and expertise.
11. **Integration of gender objectives within WFP operations.** WFP updated its gender transformation programme in December 2023 into a more robust gender equality certification programme, designed to enhance the capacity of country offices to integrate gender considerations in their food security and nutrition programmes. To date, 27 country offices have completed this certification, with seven more currently enrolled. WFP is also harmonizing its gender-related educational resources with its 2022 gender policy and is developing new materials on gender-transformative approaches as part of collaboration with the other Rome-based agencies. The introduction of the gender equality accountability and reporting tool, GEAR, represents a significant advancement. This tool is designed to better integrate financial accountability with gender-focused outcomes, establishing a more effective framework for implementing gender equality objectives across all WFP operations. In addition, WFP made significant efforts to strengthen the integration of gender equality concerns in its programming, expanding its staff dedicated to gender issues by appointing 11 regional advisers, 15 gender officers at headquarters and two officers specialized in the issue of gender-based violence.
12. **Disability inclusion.** The disability inclusion team has been integrating disability considerations into CSPs since 2021. Significant advancements include the development and distribution of corporate guidance in 2022 to support country offices in their efforts to enhance inclusion, with the 2023 analysis showing that 16 out of the 19 CSPs approved in 2023 incorporate detailed disability inclusion analysis and programming. The disability inclusion team continues to provide robust support and quality assurance from the initial planning of CSPs to Executive Board approval, ensuring that disability inclusion is prioritized across WFP's strategic frameworks. This ongoing commitment is part of WFP's broader strategy to enhance disability inclusion throughout its global operations.
13. **Partnerships.** The Partnerships and Innovation Department provides operational support and guidance to country teams, working with them on the development of partnership and resource strategies. The department takes note of the observations from the Office of Evaluation and commits to updating the WFP partnership strategy for 2014–2017, taking into account the changing donor landscape and the ongoing corporate reorganization. The update will be carried out by mid-2026 and will be conducted in collaboration with the team responsible for drafting the WFP strategic plan for 2026–2029.