

# **DRAFT OUTLINE OF THE MID-TERM REVIEW OF THE STRATEGIC PLAN**



## **Informal Consultation**

**19 March 2012**

**World Food Programme**  
Rome, Italy



## **I. CONSULTATION SCHEDULE**

### **Mid-Term Review**

- 2011 7 July:** Executive Board Bureau meeting to consult on the schedule
- 2012 19 March:** Board consultation on the outline and findings of the mid-term review
- 2012 23 April:** Board consultation on full text of the mid-term review (date to be confirmed)

### **WFP Strategic Plan (2014–2017)**

- 2012 June:** Mid-term review of WFP Strategic Plan (2008–2013) presented at EB.A/2012 for consideration
- 2012 fourth quarter:** Concept note based on feedback from EB.A/2012 presented for discussion at an informal consultation
- 2013 first quarter:** Draft WFP Strategic Plan (2014–2017) presented for discussion at one or more informal consultations
- 2013 June:** Strategic Plan (2014–2017) presented for approval at EB.A/2013

## II. RATIONALE AND INPUTS FOR THE MID-TERM REVIEW

1. Recalling General Assembly resolution 63/232 of 19 December 2008, the Board extended the WFP Strategic Plan by two years, from 2011 to 2013, and requested the Secretariat to prepare a mid-term review of the plan (2009/EB.A/3). The review, conducted by the Policy, Planning and Strategy Division, is WFP-wide. It draws on four main inputs:
  - i) *Evaluations and other reviews of WFP's work*, particularly a series of strategic evaluations recently conducted by the Office of Evaluation: "WFP's Role in Safety Nets and Social Protection; From Food Aid to Food Assistance: Working in Partnership"; "How WFP Country Offices Adapt to Change"; and "WFP's Role in Ending Long-Term Hunger". Reports of the Inspector General, internal reviews and reports on lessons learned were also consulted.
  - ii) *Consultations* with non-governmental organizations (NGOs) – including two special sessions – and with United Nations partners, the Board, and WFP regional bureaux, country offices and liaison offices. The Secretariat communicated with management and staff of the agencies covered by Resolution 63/232 while their mid-term reviews were conducted. WFP participates in the Quadrennial Comprehensive Policy Review process, which will inform the next Strategic Plan.
  - iii) *Country case studies*. The Secretariat commissioned an external organization to conduct a study of the Strategic Plan from a country perspective; it visited Ecuador, Kenya and Pakistan and performed a desk review of WFP's work in other countries.
  - iv) *Data analysis*. The Secretariat conducted an analysis of changes in WFP's operations since the Strategic Plan was introduced, drawing on Annual Performance Reports, Standardized Project Reports and other data sources within WFP.

### **III. DRAFT OUTLINE OF THE MID-TERM REVIEW**

- 1. Executive Summary**
- 2. Rationale and Methodology**
- 3. Summary and Rationale of the Strategic Plan (2008–2013)**
- 4. Internal Changes to Support the Strategic Plan**
  - a) Decision-making structures**
  - b) Country strategy documents**
  - c) Performance management and accountability**
  - d) Financial framework**
  - e) Human resources**
- 5. The Strategic Plan at Work: 2008–2012**
  - a) Global context**
  - b) Responding to emergencies**
  - c) Developing a robust toolbox of hunger solutions**
- 6. Partnerships**
  - a) Supporting national plans and priorities**
  - b) Coherence with United Nations partners**
  - c) Non-governmental organizations**
  - d) Private sector**
- 7. Resourcing**
- 8. Key Findings and Recommendations**
- 9. Risk Analysis**

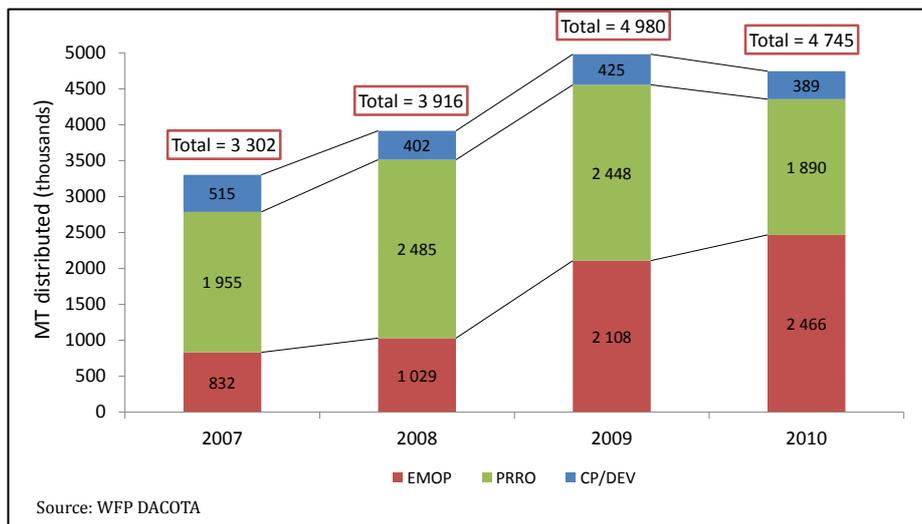
#### IV. DRAFT FINDINGS AND RECOMMENDATIONS FROM THE MID-TERM REVIEW

2. The preliminary findings of the mid-term review indicate that the WFP Strategic Plan (2008–2013) moved WFP in the right direction, positioning it to meet rising and increasingly complex hunger challenges. However, more needs to be done to advance, mainstream and institutionalize these changes within WFP’s culture and work. The review found that host governments, donors, partners and, most important, those served by WFP expect – and deserve – WFP’s readiness to deploy the full range of tools and approaches outlined in the plan to meet urgent food and nutrition needs, build resilience, and support national priorities and local capacity.
3. The Board’s approval of the Strategic Plan formalized a series of reforms and approaches that build on WFP’s core strengths and comparative advantages and that were already being implemented in the field. These reforms put WFP on track for improving its prioritization and deployment of sustainable approaches that have the potential for greater impacts than a “one-size-fits-all” traditional food aid approach. Many new tools and modalities, such as cash, vouchers, regional and local purchase, and targeted nutrition products, have already been integrated into parts of WFP’s emergency response, giving WFP a broader set of tools in these settings.
4. The plan has catalysed significant changes in WFP, from the development of new policies and internal systems and controls to the updating of programme guidance for deploying new approaches in the field and cultivating a culture of learning from testing. These changes have been developed and deployed rapidly, particularly in the areas of cash, vouchers, nutrition and Purchase for Progress. However, many of the new approaches have yet to reach scale. For example, although WFP increased its cash and voucher beneficiaries from a small number to 3 million in just two years, this is still only a small proportion of the nearly 100 million people WFP reaches each year.
5. Institutionalizing these changes, mainstreaming them into WFP’s responses, and scaling up tested tools to reach a wider range of beneficiaries will take time, dedication and continuing willingness to learn and adopt new ideas and approaches. In some cases, new skill sets will be required, either through retraining of existing staff or hiring of new staff with different skills. Mainstreaming will also require the continued support and backing of nations and partners.
6. The new plan prioritizes national ownership and capacity development, and many WFP staff have made significant efforts to promote sustainable, nationally owned approaches to fighting hunger. This is

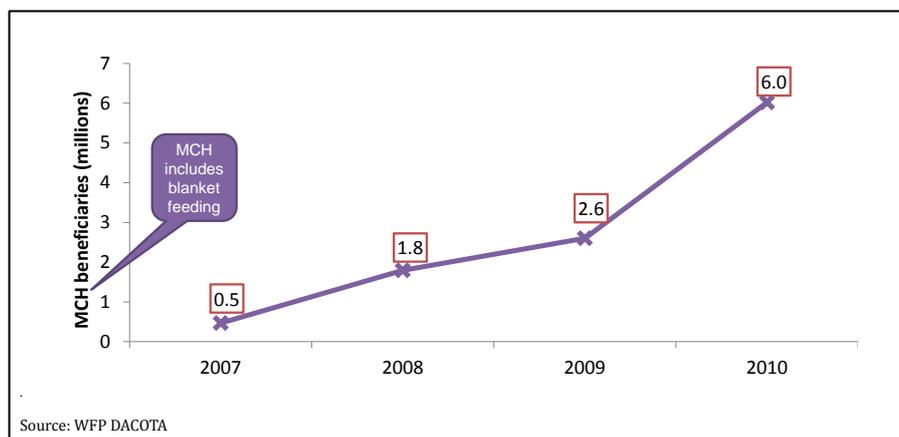
particularly important in the context of safety nets, which help nations meet ongoing hunger needs, build resilience to shocks, and respond more efficiently and effectively when shocks occur. In this area, some institutional constraints remain, including the need to monitor and evaluate not just processes and outputs, but also outcomes over time, cost-effectively and uniformly across country offices. Variable funding flows, the short duration of many WFP programmes, and the staff profile of country offices can also limit WFP's ability to scale up effectively. These and other challenges to full institutionalization of the plan will be noted throughout the review.

- The following are some preliminary findings regarding the trends that will be highlighted in the mid-term review. Data for 2011 will be added.

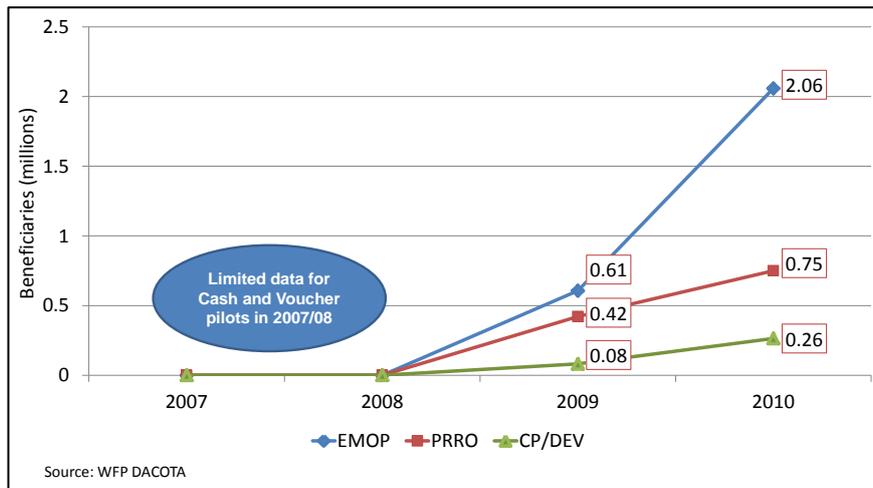
**Figure 1: EMOPs tripled from 2007 to 2010**



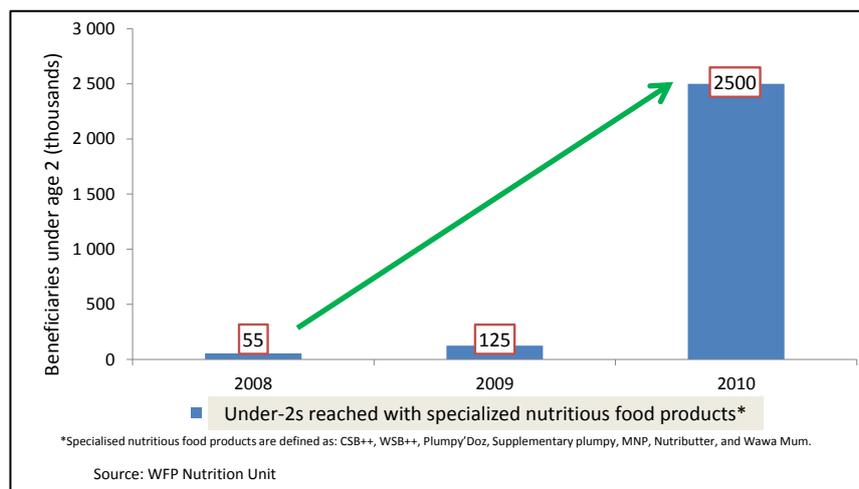
**Figure 2: Increase in numbers of mothers and children assisted through EMOPs**



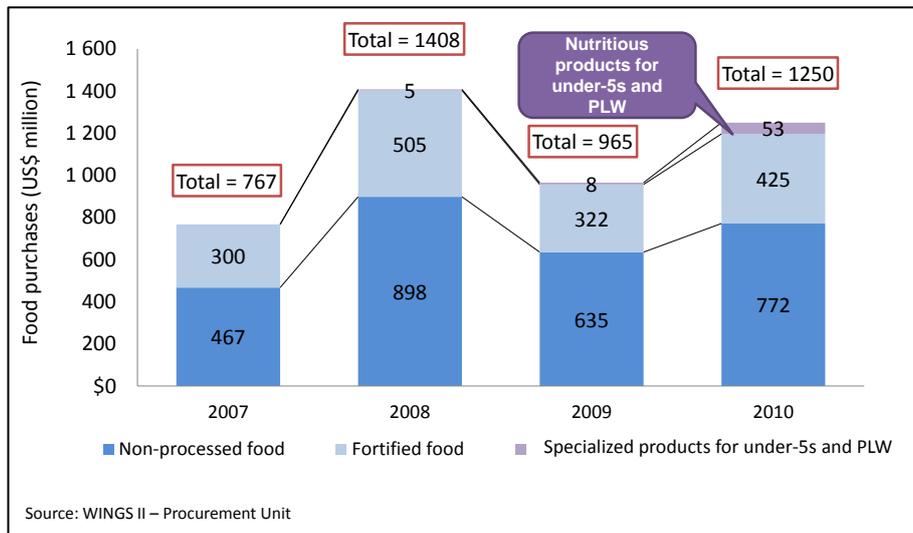
**Figure 3: Cash and voucher beneficiaries by programme category – two thirds are in EMOPs**



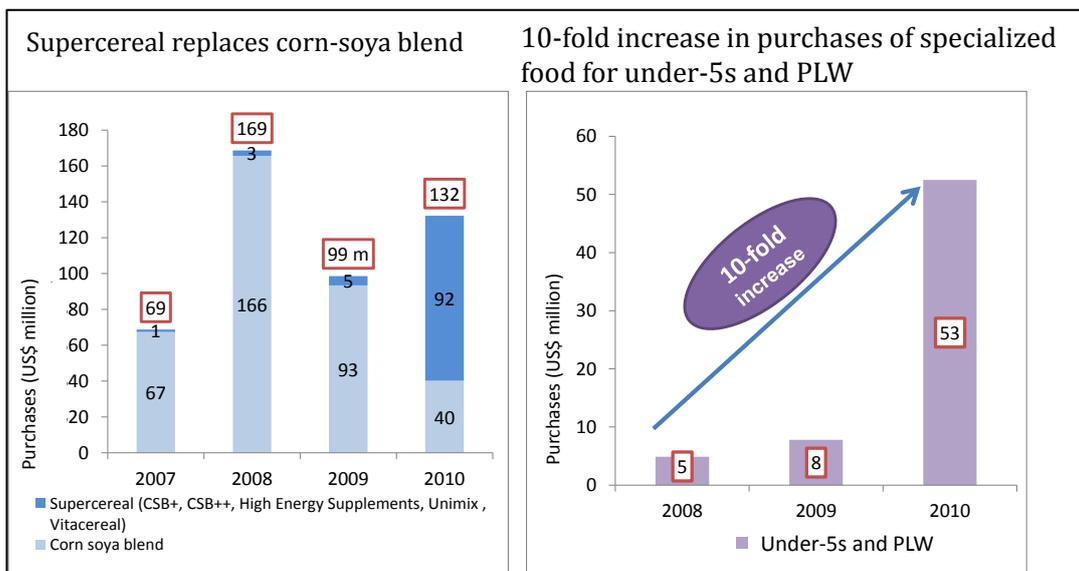
**Figure 4: Sharp increase in under-2 children receiving specialized foods**



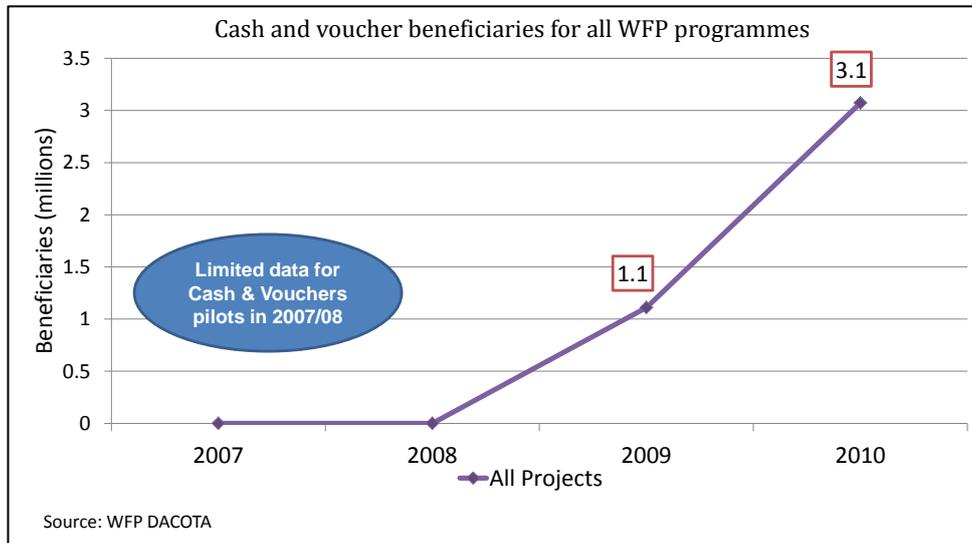
**Figure 5: Increase in expenditure on specialized products for under-5s and pregnant and lactating women (PLW)**



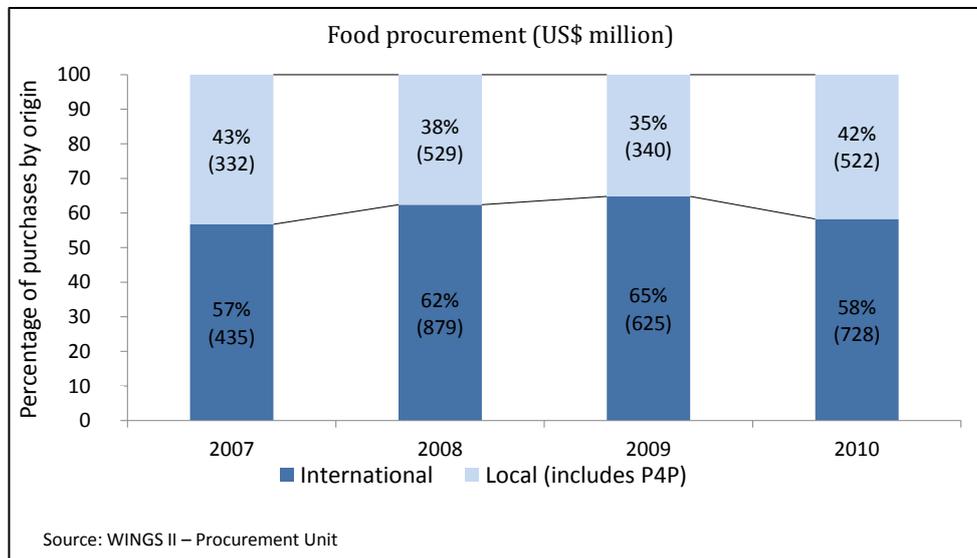
**Figure 6: Improved quality of food purchased**



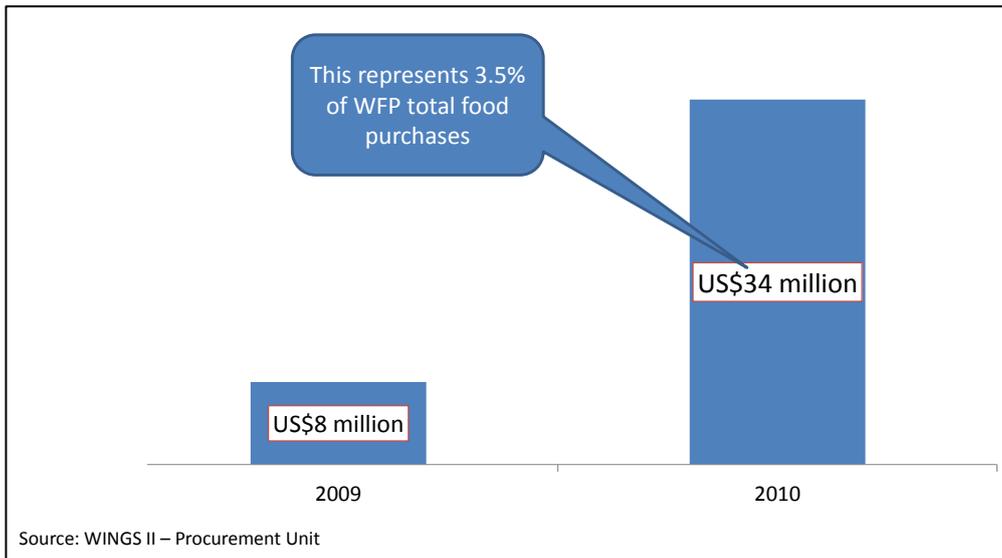
**Figure 7: Cash and vouchers reached more than 3 million beneficiaries in 2010**



**Figure 8: Forty-two per cent of WFP's food was procured in host countries (locally)**



**Figure 9: US\$34 million of food purchased from small-holder farmers through P4P in 2010**



## **Preliminary Findings**

8. *The Strategic Plan positioned WFP to meet growing and increasingly complex food security and nutrition security challenges more effectively and sustainably.* The world has witnessed a wide-ranging and alarming increase in food and nutrition insecurity. The changes called for in the plan gave WFP's staff in the field more tools and greater flexibility to meet these challenges, particularly when responding to emergencies.
9. *The new tools and modalities open new possibilities for supporting national plans, capacity development and resilience.* The Strategic Plan positions WFP to respond to the Paris Declaration, the Accra Agenda and the Busan Declaration, which call for supporting national priorities and plans.
10. *The Strategic Plan leverages WFP's impact in the communities it serves.* Greater flexibility has enabled WFP to leverage food assistance programmes to support safety nets, nutrition, smallholder farmers and disaster risk reduction priorities.
11. *The Strategic Plan has broadened WFP's knowledge sharing and partnerships.* In pursuing its new strategic direction, WFP has entered a wide range of new partnerships, from national authorities to research institutions, to the private sector. WFP is also more engaged in integrating hunger solutions into the wider international architecture, from the Comprehensive Africa Agriculture Development Programme (CAADP) to the G8/G20. This provides a strong foundation for continuing to expand partnerships with a focus on learning and sharing.

## **Preliminary Recommendations**

12. *Deepen, improve and increase partnerships at every level.* The Strategic Plan has opened space for new partnerships, and WFP has established new partners in a broad range of activities, from nutrition to connecting smallholder farmers to markets. An evaluation of partnerships noted that WFP is a respected partner, but called for greater clarity and focus in WFP's partnerships; additional resources dedicated to health and nutrition areas, including for building partnership skills among staff; and the inclusion of partnerships in project planning, outcome measurement and evaluations. These recommendations should be implemented to ensure that WFP continues to play a coherent and effective role and to support the scale up and institutionalization of changes called for by the Strategic Plan.
13. *Maintain and enhance staff profiles, particularly in country offices.* WFP's staff profile is good for an operational role, ensuring the integrity of supply chains and the delivery of goods. However, there is an increasing need to advise government partners on nutrition and to obtain access to new

funding, which requires the engagement of senior staff, significant time and technical expertise. This should be addressed by providing additional training, skills and knowledge-building opportunities for staff, and greater flexibility for country offices to develop the staff profiles they need.

14. *Continue to pursue financial reforms, focusing on country-level needs.* The flexible reforms to the financial framework approved by the Board in November 2010 need to be followed up throughout WFP. Adjustments in WFP's systems and engagement with country office finance and budget officers must remain top priorities to ensure that country offices have the flexibility they need to deploy a broad range of tools and modalities.
15. *Improve reporting on impact, efficiency and results.* WFP's reporting focuses on integrity of the supply chain and delivery to beneficiaries, with an emphasis on processes and outputs. Impact, efficiency and results reporting will require monitoring and evaluation (M&E) that is both affordable and adequately funded, and a corporate system for reporting with clear guidance to country offices on how to report in a way that allows comparisons across offices. WFP's forthcoming M&E strategy will be critical for pursuing these changes, and the Strategic Results Framework for the next Strategic Plan should build on lessons learned from the current results framework and efforts by other United Nations agencies.
16. *Improve capacity development.* Studies have noted that WFP managers have limited time and technical expertise for capacity development. Capacity development efforts are sometimes very effective, but are not always applied systematically across WFP. Reporting on these activities and their impacts has been inconsistent. WFP has produced a capacity development toolkit and matrix for country capacity, which is being deployed. Improving staff skills, allocating funding and continuing to provide guidance to country offices are strongly recommended.
17. *Address funding model constraints.* Most WFP contributions are still earmarked for specific projects, which constrains operational flexibility and reduces planning horizons. Recently, several donors have recognized this and have moved to flexible, multi-year commitments. More unrestricted, multilateral and multi-year contributions are critical to better measuring, tracking and improving the efficiency and effectiveness of WFP programmes.
18. *Address the challenges of short project duration by further integrating WFP programmes into national plans and strategies.* Most WFP funding goes to relatively short projects. Evaluations and other reports have found that brevity can create challenges for the building of partnerships, particularly

for safety nets, nutrition, support to capacity development and hand-over. To overcome this, WFP should further integrate its programmes into national plans and broader strategies, such as the United Nations Development Assistance Framework (UNDAF). The country strategy documents, which were launched to support roll-out of the Strategic Plan in country offices, articulate a clear and coherent role for WFP within the national and United Nations country team contexts, and can help build support for longer-term projects.

## ACRONYMS USED IN THE DOCUMENT

|       |  |
|-------|--|
| CAADP | Comprehensive Africa Agriculture Development Programme |
| M&E   | monitoring and evaluation                              |
| NGO   | non-governmental organization                          |
| PLW   | pregnant and lactating women                           |
| UNDAF | United Nations Development Assistance Framework        |