



World Food  
Programme

# Central African Republic: An evaluation of WFP's Portfolio (2012 – Mid 2017)

WFP Office of Evaluation

SAVING  
LIVES  
CHANGING  
LIVES

Executive Board - Annual Session  
June 2018

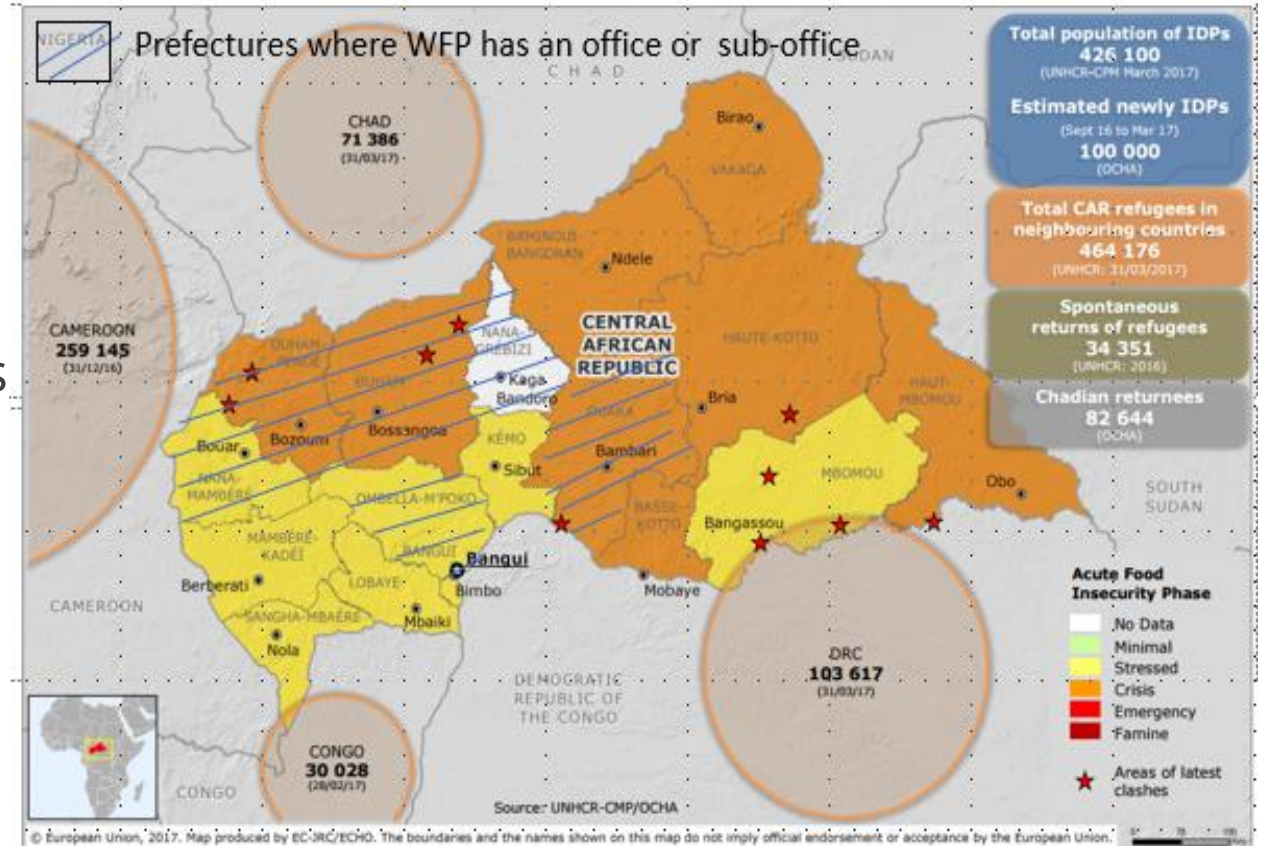
# Overview of Evaluation

## WHAT

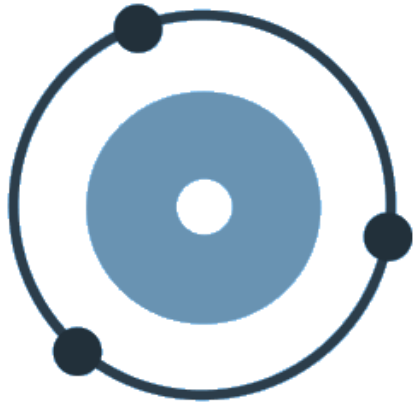
- WFP operations 2012 to Mid-2017 and Interim Country Strategic Plan (2018-2020)
- Assessed strategic positioning, quality of strategic decision-making and results

## WHY

- To inform design of the Country Strategic Plan
- Provide learning on WFP's work in complex security contexts



# Context



- Continuous emergency since December 2013. UN mission MINUSCA since 2014
- UN and WFP Level 3 until May 2015. Currently WFP Level 2
- 4.6 million people
- 48 percent food insecure (2016)
- 2.5 million in need of humanitarian aid (2018 – OCHA)
- Landlocked, with poor infrastructure and security issues limiting movement
- Ranks #188 out of #188 in Humanitarian Development Index 2016
- High Gender Inequality

# Funding

## OCHA APPEALS (2012-2017)

**51%**

average funding  
received

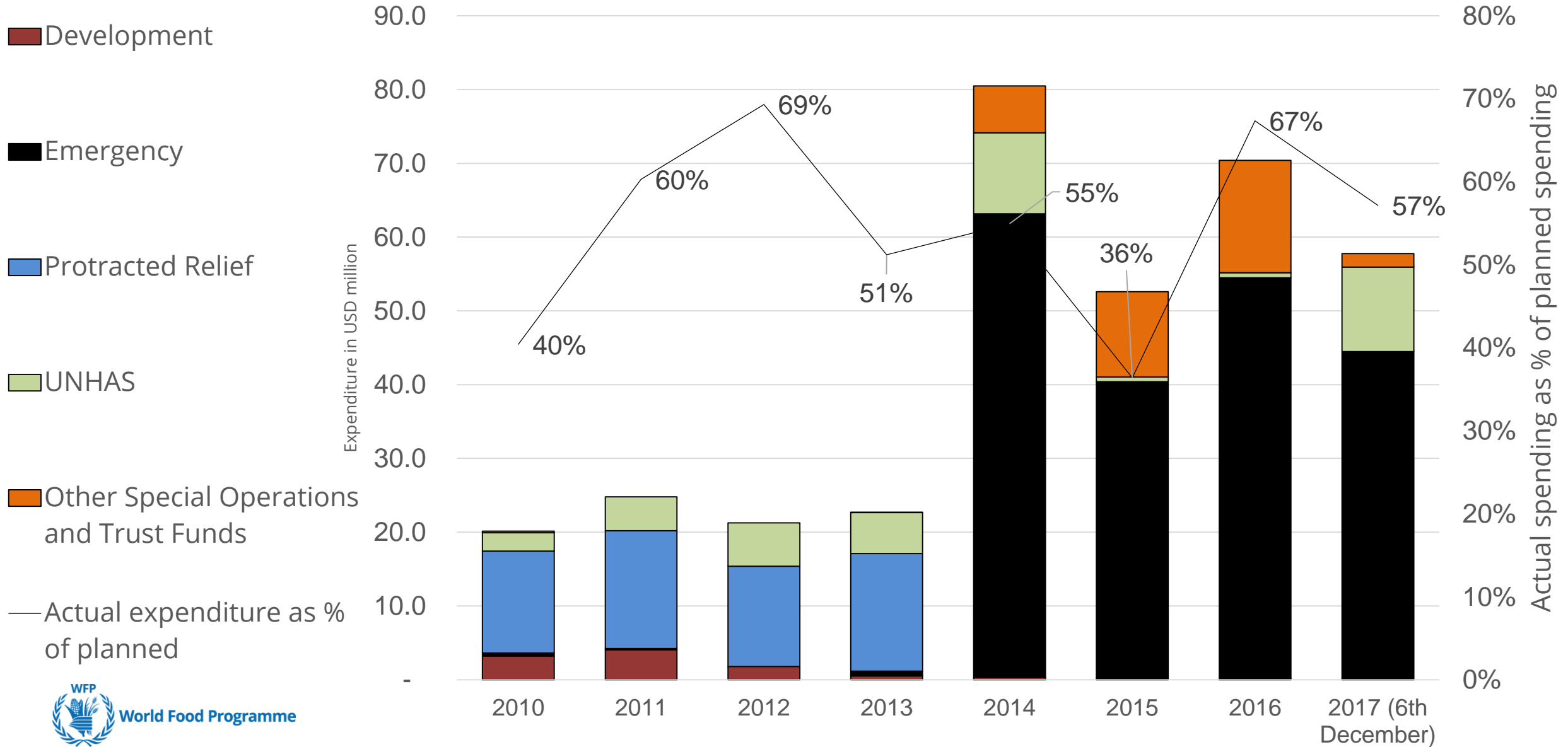


## WFP FUNDING (2012-MID 2017)

**64%**

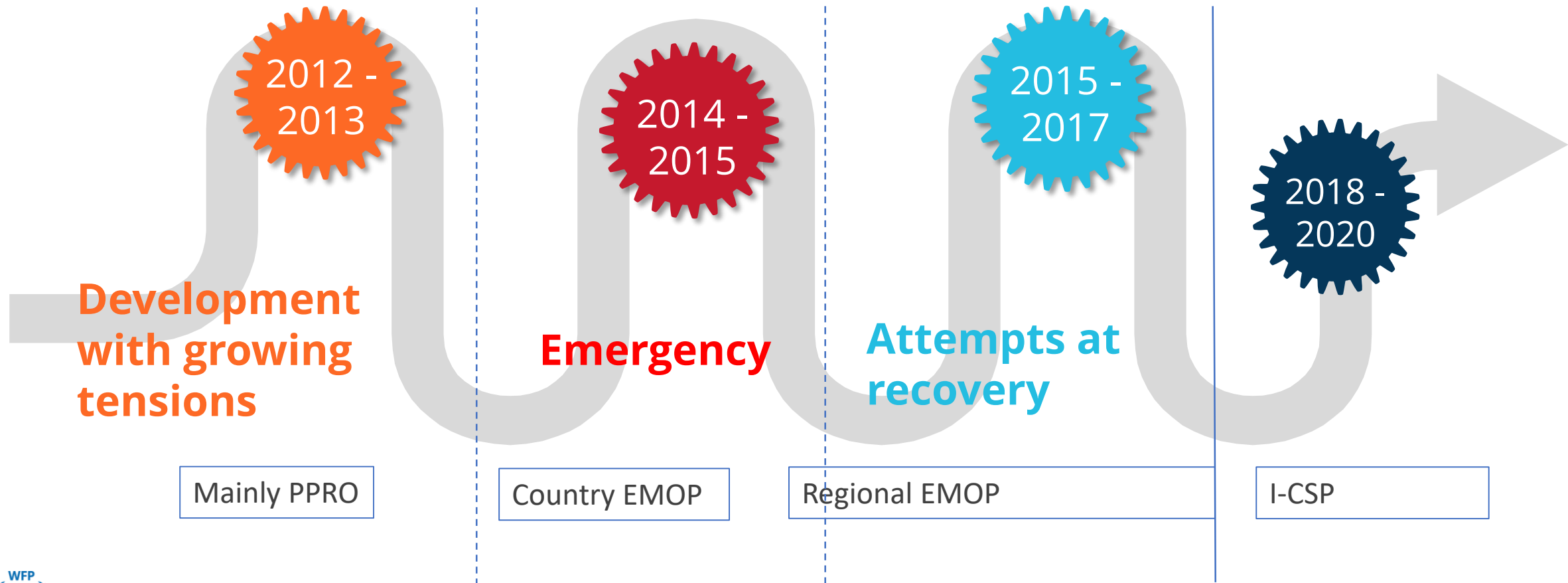
required USD 869 million  
received 553.3

# WFP Portfolio – 18 operations (2012-mid 2017)



# Q1 Strategic Alignment

Relevant and appropriate reactive approach



# Q2 Quality of Strategic Decision Making

## Influenced by

- WFP's mandate, strategy and policies
- Analysis of needs (within existing data limitations)
- National priorities, capacities and infrastructure (affected by conflict)
- UNDAF Framework
- WFP's comparative advantage
- Security and accessibility
- Funding shortfalls

# Q3 Performance and Results



WFP often delivered to more than 100 percent of planned beneficiaries

However, because of funding shortfalls:

- **Reduced rations**
- **Reduced duration**
- **Reduced frequency**



# Q3 Performance and Results



**General Food Assistance.** WFP tried to reach as many beneficiaries as possible, reaching 1/3 of population in 2014



**Cash Based Transfer.** Introduced in 2015.  
Challenging to implement

# Q3 Performance and Results



**School Feeding.** Significantly contributed to food security and a sense of normality

2012 and 2017, 20-25 percent of primary school children were WFP beneficiaries



**Nutrition.** Implemented, but not in line with the high level of needs

Some inconsistencies between WFP MAM and SAM interventions from other partners

# Q3 Performance and Results



Increase of **FFA** and **P4P** over time – highly relevant given direct impact on food security and income (and indirectly on “peace”). But scale is still small



**Capacity Development activities** focused on short-term training with limited longer-term initiatives and lack of evidence regarding impact

# Q3 Performance and Results



## **GENDER**

Good balance in beneficiaries by gender, but lack of evidence on real impact



## **HUMANITARIAN PRINCIPLES AND PROTECTION**

Risks inherently high  
Evaluators unable to conclude on implementation

## **ACCOUNTABILITY TO AFFECTED POPULATIONS**

# Q3 Performance and Results



## LOGISTICS

Complex and expensive logistics

Some areas for improvement were identified in the management of the Doula corridor and in management of WFP's fleet of trucks



## STAFFING

High turnover and lack of capacity, especially in sub-offices



## SUSTAINABILITY

Funding and security remain a challenge

# Conclusions – Part 1



CAR was (and still is) a complex, multi-year, unpredictable emergency with recurring funding issues and significant practical challenges



The “reactive” approach was relevant and appropriate. Over time, WFP is complementing in-kind distributions with FFA, P4P and CBT



The new I-CSP constitutes an important step in recalibrating the balance between emergency response and support for early national recovery



Good working relations with the government and other humanitarian and development partners supported the delivery of assistance

# Conclusions – Part 2



Data collection was difficult and decisions were affected by access limitations and the need to prioritize as a result of funding shortfalls



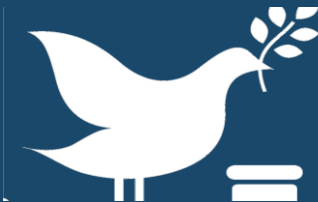
Evidence on Gender, Humanitarian Access, Protection and Accountability to Affected Populations and Capacity Building proved to be a challenge



Areas of improvement in logistics and human resources

# Recommendations

Supporting the conditions for peace



Responding to the Zero Hunger Challenge



Efficient and Effective Delivery

