



World Food
Programme



Strategic Evaluation of the Country Strategic Plan Pilots

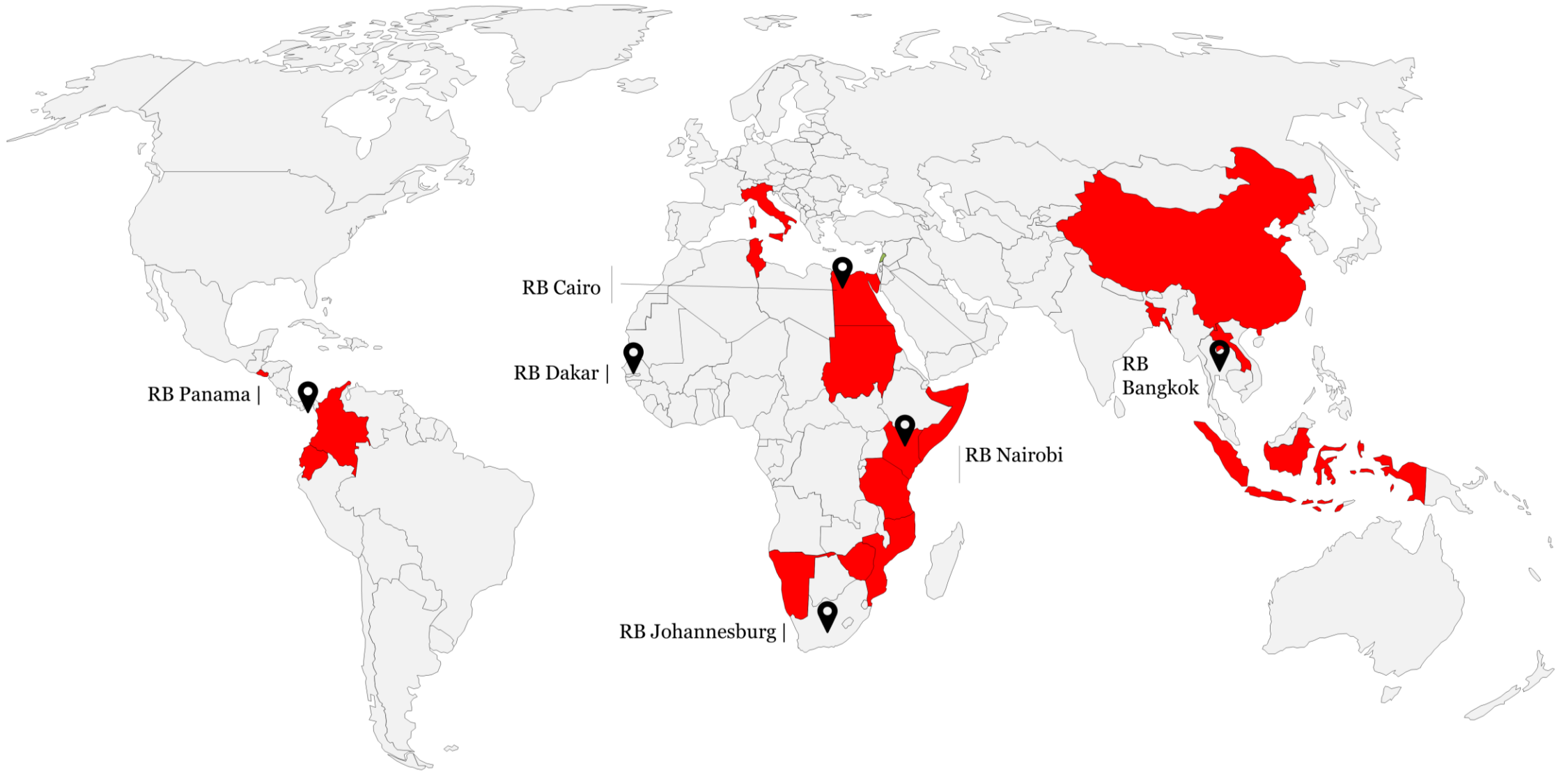
WFP Office of Evaluation

November 2018

SAVING
LIVES
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LIVES

Context





Organizational outcomes

Alignment with national policies and priorities

Harmonization with UN entities and processes

Maintaining and enhancing emergency response capacity

Links between humanitarian and development work

Partnerships

Performance management, reporting and accountability

Predictability and flexibility of funding

Visibility and communications

Gender and other cross-cutting issues

Transaction costs

Findings (part 1)



Alignment with national policies and priorities: positive progress through the NZHSR



Maintaining and enhancing emergency response capacity: emergencies captured in the framework but mixed evidence on approval times



Harmonization with UN entities and processes: alignment to UNDAF cycles still a work in progress but potential for greater harmonization

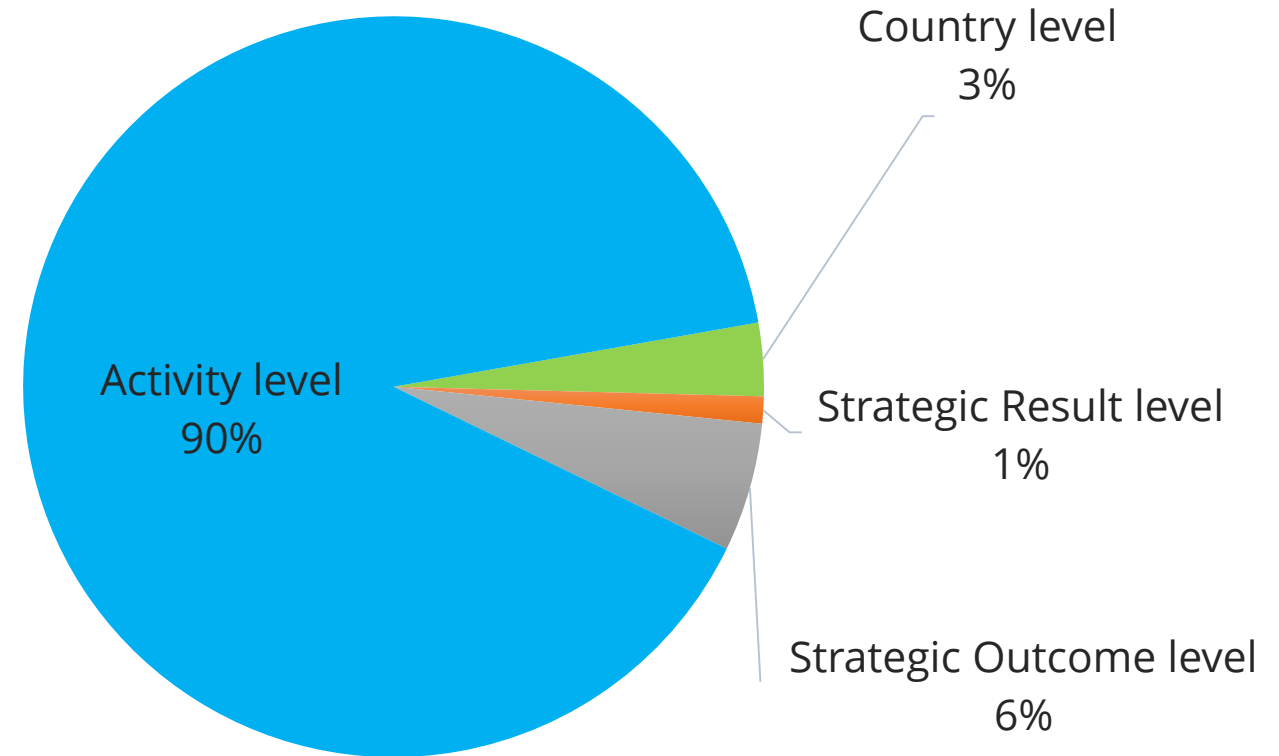


Links between humanitarian and development work: some progress within CSP framework but challenges

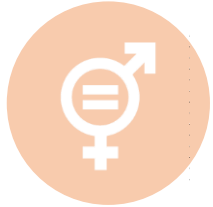
Findings (part 2)

Predictability and flexibility of funding: CSP has not led to a decrease of earmarking or longer term financing as expected; both of these changes will take time

Visibility and communications: improved visibility but not clear that it has resulted in greater opportunities for dialogue



Findings (part 3)



Gender and other cross-cutting issues: CSPs have not always adequately captured gender and other cross-cutting issues



Partnerships: CSPs create good opportunities for strengthening partnerships and opportunities for collaboration



Transaction costs: these have increased in the short-term and it is too early to judge the longer-term prospects



Performance management, reporting and accountability: better linkages for resources to results but slow progress on developing appropriate systems

Conclusions



A significant step forward for the organization with, on balance, positive results



CSPs have often been a catalyst for change but still face many challenges



Potential for increased transparency and accountability has not led to more flexible and predictable funding



The rapid process increased transaction costs in the short term



Need to balance flexibility and standardization



The task of introducing and stabilizing CSPs is far from complete

Recommendations



1. Management of the CSP framework: Strengthen existing management structures and the process of systematic learning; undertake a comprehensive review in 2020



2. CSP processes and guidance: Complete simplification process; update existing guidance; define and address cross-cutting issues



3. UN reform: Continue engagement in UN reform process; develop strategies to align CSPs with UNDAF cycles



4. Monitoring and reporting performance: Realign the comprehensive system of monitoring and reporting to revised CRF; ensure a central role for Country Portfolio evaluations



5. Funding: Address constraints to more flexible and predictable financing