



WFP EVALUATION

Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations



World Food Programme

SAVING LIVES
CHANGING LIVES

May 2021

Round Table

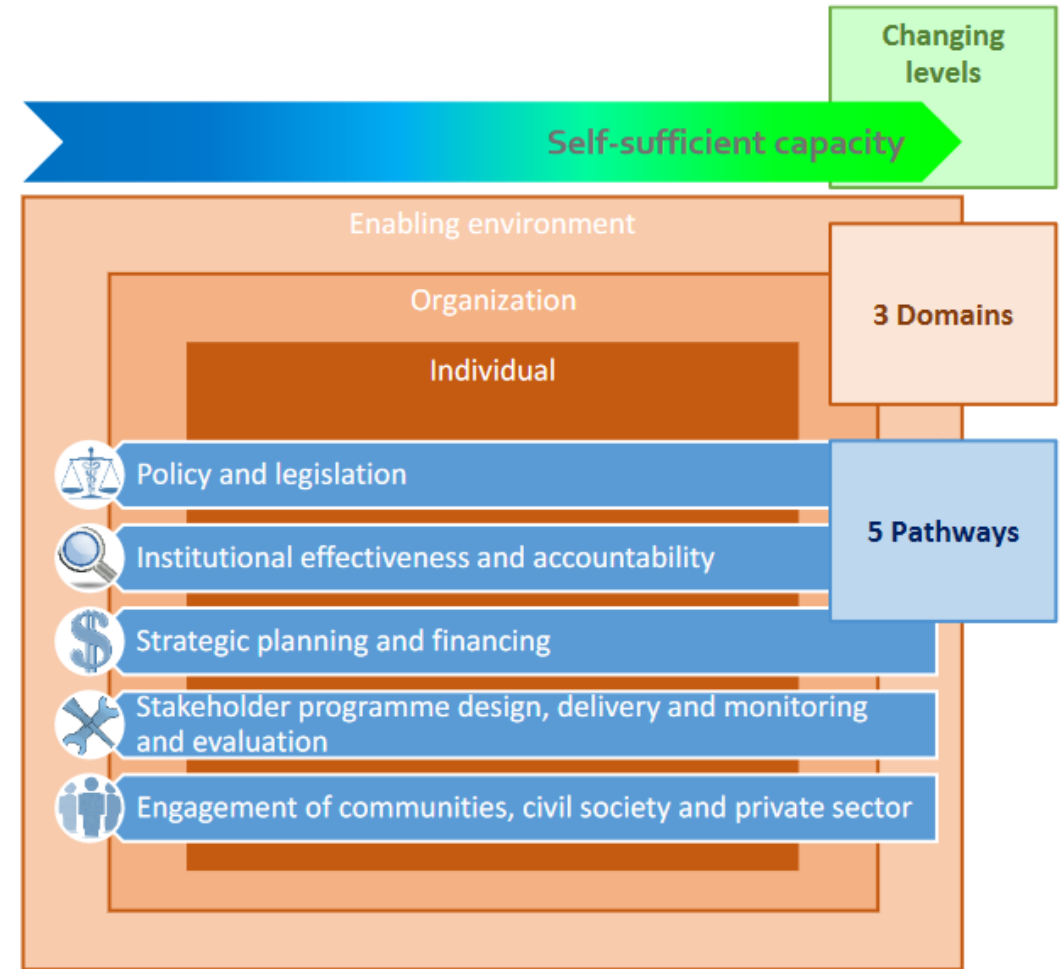
Context

WFP framework for capacity strengthening (2017)

Enabling environment domain: supportive policies, strategies and procedures

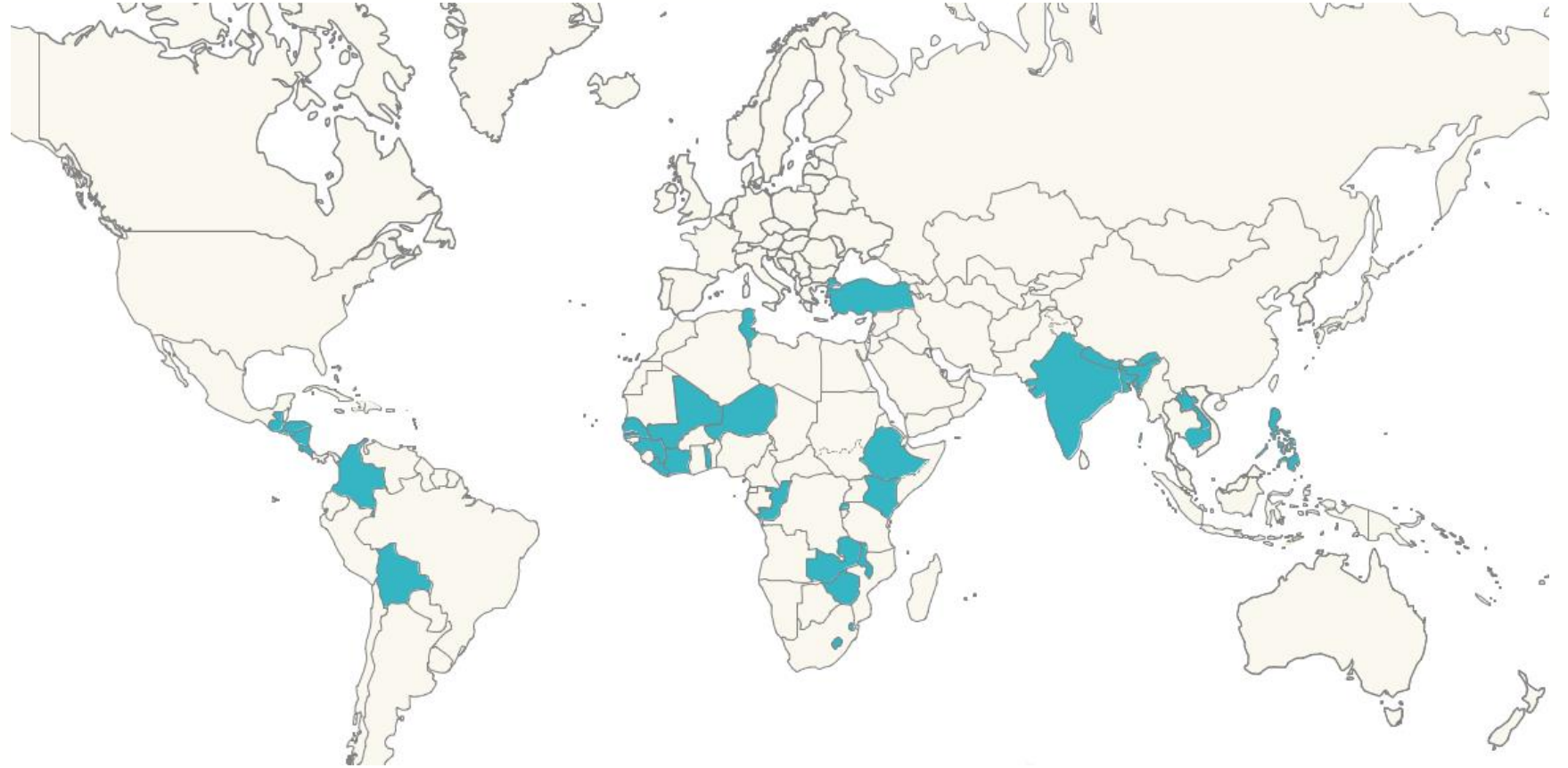
Organizational domain: well-functioning organizations

Individual domain: educated, skilled people



Scope

- ✓ 32 decentralized evaluations across WFP six regional bureaux
- ✓ Timeframe: 2016-2019
- ✓ Inclusion in the synthesis based on the post-hoc quality assessment rating
- ✓ Coverage of country capacity strengthening activities



FINDINGS: Relevance of country capacity strengthening interventions



Country capacity strengthening integral to WFP's interventions and approaches regardless of programme or region



Design closely aligned with national priorities



Relevance strengthened when

- intervention based on assessment of capacity needs
- appropriate partners identified
- due attention given to local context
- national ownership facilitated

FINDINGS: Results of country capacity strengthening interventions



Main achievements:

- completion of capacity development activities (training and workshops)
- strengthening of state actors' capacities at organizational level



Analysis of results limited by:

- weak monitoring and under-reporting
- challenge to ascertain contribution of activities to achievement of outcomes or extent to which change can be sustained



Gender considered although insufficiently



Limited attention to protection and accountability to affected populations

FINDINGS: Factors contributing to CCS success



Knowledge of and long-term investment in relationship with partners



Realistic timeframe to strengthen capacity and time required to develop self-sufficient capacity for transition



Clearly defined designs and plans, and dedicated resources



Engagement with key actors at the policy level



Context adaptation and mitigation strategies

FINDINGS: Factors hindering CCS success

INTERNAL FACTORS

- Limited WFP-wide technical expertise
- Limited resources for promoting capacity strengthening
- Insufficient coordination with partners and joined-up approaches when engaging with governments
- Weak and inconsistent monitoring



EXTERNAL FACTORS

- Government commitments and political instability
- Onset natural disasters, health and environmental factors
- Conflict

FINDINGS: Sustainability of CCS interventions



Strong partnerships and government commitment essential for transition



Realistic transition plans with formal documentation are required for continued interventions



Lack of articulated CCS objectives and inadequate monitoring hindered assessment of sustainability

Overall conclusions



Indications of long-term positive capacity change as a result of CCS interventions



Uneven monitoring and underreporting of CCS achievements



Effective interventions were long term and had a high degree of coordination between partners and domains



Use of capacity needs assessment was not widespread and guidelines not referenced



Mapping of capacity needs and stronger partner coordination, including with local communities, enabled WFP to customize CCS approaches to context



Scarcity of CCS expertise led to difficulties in defining the expected results of interventions and securing the required budget allocations



Lack of evidence of gender-responsive programming

Lessons



1. Knowledge management and performance measurement systems needed
2. Advocacy and technical advice aligned with government frameworks
3. Synergies between capacity strengthening activities across all three domains
4. Development of transition plans with national partners

Recommendations

STRATEGIC



1. Develop new or updated Policy ensuring integration of country capacity strengthening approaches into second-generation CSP

OPERATIONAL



2. Ensure adequate resources augmenting country capacity strengthening expertise across WFP

3. Integrate capacity needs assessments into programme design and implementation

4. Refine country capacity strengthening indicators to improve performance measurement and reporting

5. Strengthen guidance and technical support to enhance the integration of gender, protection and accountability to affected populations in capacity strengthening interventions