



**WFP EVALUATION**

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

June 2021

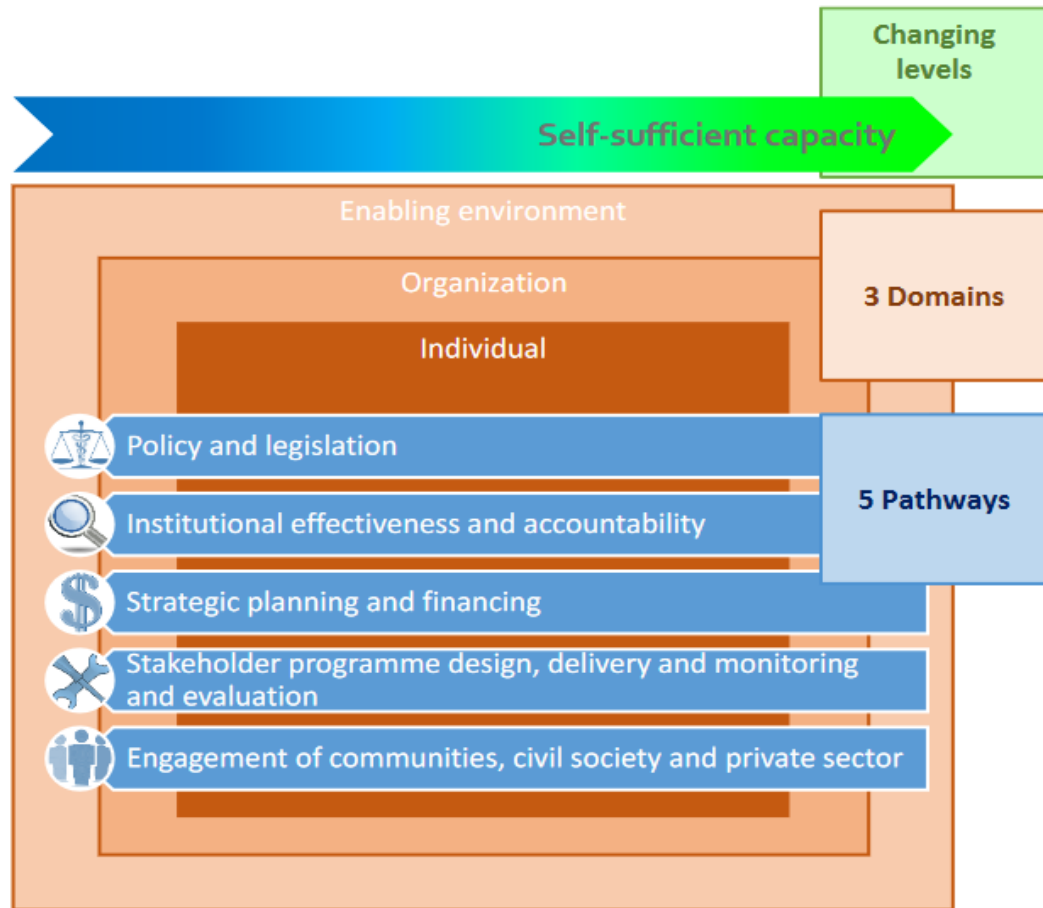


**World Food Programme**

SAVING LIVES  
CHANGING LIVES

# Context

WFP framework for capacity strengthening  
(2017)



# 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



Country capacity strengthening integral to interventions and approaches



Design aligned with national priorities



Relevance strengthened when

- intervention based on assessment of capacity needs
- engagement with national partners

## Results



Strengthening of state actors' capacities at the organizational level



Analysis of results limited by weak monitoring and under-reporting



Gender considered although insufficiently



Limited attention to protection and accountability to affected populations

# 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

# FINDINGS: Factors contributing to or hindering CCS success

- Knowledge of and long-term investment in relationship with partners
- Context adaptation
- Realistic timeframe to strengthen capacity and time required to develop self-sufficient capacity for transition
- Clearly defined designs and plans, and dedicated resources



- Limited WFP-wide technical expertise
- Limited resources for promoting capacity strengthening
- Insufficient coordination with partners
- Government commitments and political instability

# Overall conclusions



Indications of long-term positive capacity change



Use of capacity needs assessment not widespread



Capacity needs and partner coordination enables customized approaches



Uneven monitoring and underreporting



Scarcity of CCS expertise



Lack of evidence of gender-responsive programming

# Lessons



1. Knowledge management and performance measurement systems needed
2. Early consideration of CCS at design stage through capacity assessments
3. Advocacy and technical advice aligned with government frameworks
4. Synergies between capacity strengthening activities across all three domains
5. 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