

Supplementary information note to the Country Capacity Strengthening Policy Update 2022–2025

1. The country capacity strengthening (CCS) policy update reaffirms WFP's commitment to CCS and its role in supporting national and subnational stakeholders in the achievement of the Sustainable Development Goals (SDGs).
2. This implementation plan identifies key actions and investments for realizing the strategic vision set out in the policy update in support of WFP's wider objectives. The critical areas of work identified also directly relate to the recommendations in the 2021 synthesis of CCS evaluations.¹ While the policy update does not have a finite timeframe, the implementation plan covers the period from the approval of the policy update until the end of the WFP strategic plan (2022–2025).
3. The areas of work are grouped into six workstreams (A-F), each accompanied by objectives, activities, and a timeline (see table below). The plan is by nature a living document and will be updated on a regular basis, at a minimum annually.
4. The policy update implementation and effectiveness will be reviewed through an independent evaluation conducted between four and six years after its approval, in line with standard procedures.
5. The implementation plan will require resourcing through existing budgetary and additional extrabudgetary allocations.² Initial estimates of annual additional programme support and administrative resources are of an average of USD 2.8 million per year³ to support CCS work mainly at headquarters and regional bureaux.⁴ These estimates result in a total incremental investment of USD 9.8 million for 3.5 years (mid-2022 to end-2025).
6. The budget is also broken down into the six workstreams, outlined in the next section. The largest areas of investment by workstream are workforce planning and internal capability development (33 percent of total budget), programme support (30 percent) and monitoring and evidence generation (25 percent). The other workstreams, which require fewer additional resources, comprise of knowledge management and adaptive learning (6 percent), CCS policy roll-out, positioning and institutional coherence (3 percent), and partnership, advocacy and communication (3 percent).
7. A more detailed resourcing road map will further refine these estimates and ensure consistency in budgeting for CCS at headquarters and in the regional bureaux for 2023 and beyond.

¹ "Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations" (WFP/EB.A/2021/7-C).

² These allocations would build on the investments that WFP has already made in CCS as a critical area for the organization, in recognition of the growing importance of the CCS agenda in line with the strategic plan (2022-2025). 2022 PSA investments in CCS stand at USD 2.2 million (as of June 2022).

³ Based on initial forecasts, the budget distribution across the next 3.5 years is envisaged as follows: 2022 (10 percent); 2023 (34 percent); 2024 (33 percent); 2025 (22 percent).

⁴ Costs incurred by WFP country offices for CCS will be variable and contingent on the funding available under a given country strategic plan. Such funding will be supplemented by staff and non-staff investments at the headquarters or regional bureau level to assist country offices with the design and the delivery of CCS activities within the country strategic plans.

Country capacity strengthening workstreams

8. The following six workstreams (A-F) identify the key areas of investment for operationalizing the CCS policy update. The workstreams' objectives and activities are detailed in the table at the end of this supplementary note. This section outlines the rationale and nature of the identified workstreams.
9. WFP engages in CCS to strengthen national systems notably in the areas of social protection, emergency preparedness and response and food systems. WFP's choice of interventions within these areas is based on the demands, needs, abilities and priorities of different parts of the system, in line with the systemic and problem-driven approach presented in the policy update. As such, the following implementation workstreams are designed to apply in a range of technical and functional areas where WFP can leverage its comparative advantages to strengthen the capacities of national actors. For example, enhancing the monitoring and evaluation of their food security programmes, improving the efficiency and effectiveness of social protection programmes, assisting with the integration of early warning and anticipatory actions into disaster contingency plans, and enhancing supply chain management and the development of locally appropriate transfer delivery systems.

A. Country capacity strengthening policy roll-out, positioning and institutional coherence

10. The successful implementation of the CCS policy update is contingent on systematic dissemination efforts at the headquarters, regional and country office levels to ensure corporate buy-in, and to facilitate field-level absorption and leadership commitment to support WFP's CCS vision, priorities, and approaches.
11. This workstream entails the dissemination of the policy update through regional workshops, support to regional situation analyses and plans to implement the policy update, cross-functional integration, and engagement with external stakeholders. It reinforces the conceptual foundation for CCS, supporting the other workstreams and enabling WFP to align around a common understanding of the organization's purpose in CCS as set out in the policy update.

B. Workforce planning and internal capability development

12. Previous audit observations and evaluation recommendations have indicated the need for WFP to ensure it has the right people with the right capabilities and in the right roles to fulfil its maximum CCS potential. Determining the current gaps and future demands for CCS skills and requirements across the organization in the context of the new strategic plan and policy update is critical for effectively directing sustained attention and resources for the strengthening of WFP's human resources in this area, and is underway as part of corporate strategic workforce planning efforts. Internally, WFP must strengthen the workforce's general skills in this area through a roll-out of internal training on CCS to programme policy (and other select functional area) staff across all levels of the organization, including for national staff. At the same time, WFP must develop specialized capabilities relevant to CCS, such as enhancing internal expertise in upstream policy engagement and analysis, mobilizing international employees where needed, and leveraging external technical expertise through partnerships and by establishing a roster of experts.
13. In pursuing these outputs, this workstream interlinks strongly with knowledge management and adaptive learning, as the lessons learned at the country and corporate levels can in turn inform the capability development of WFP personnel. The workstream equips WFP's workforce with the capabilities to effectively carry out CCS including in programme design, implementation, monitoring and evidence generation. Partnerships in internal capability

development, such as collaboration with academic institutions on training materials, will also be leveraged.

C. Programme support

14. As captured in the policy update, WFP is committed to delivering high quality CCS programme design and implementation to support national and subnational stakeholders in achieving impactful and sustainable capacity change. Investments into the corporate CCS toolkit are ongoing and focus on developing and testing tools that reflect global good practices. Strengthened CCS guidance will provide instructions on how to effectively integrate gender, protection and accountability to affected populations, and identify and manage risk in all CCS interventions.
15. The CCS Unit, sitting within the Programme – Humanitarian and Development Division, will work closely with headquarter divisions, regional bureau and country office teams and provide field support to ensure guidance and tools systematically inform development and operationalization of second-generation country strategic plans (CSPs). WFP's CCS operational footprint will also be strengthened through pilot projects testing innovative approaches and that are designed with stakeholders to catalyse transformative changes in national/subnational capacities required to accelerate progress towards ending hunger and malnutrition. These projects will generate learning and provide examples that inform replication and scaling.

D. Monitoring and evidence generation

16. Corporate and decentralized evaluations of CCS have found systemic weaknesses in measuring results and generating evidence of WFP contributions to national capacity strengthening including inadequate country-level reporting against corporate indicators in the prior corporate results framework. Enhanced evidence-generation for WFP's enabling role is an ongoing, gradual process that requires concerted effort across headquarters, regional bureaux and the field to continue optimizing resources, responsibilities and abilities for CCS monitoring and evaluation.
17. Recognizing the need to be able to both learn internally from successful CCS work while also demonstrate externally the organization's achievements, WFP will invest in evidence-generation to inform the design and implementation of its CCS activities. Building on the conceptual foundation of the CCS policy update and the new corporate results framework, WFP will consolidate its monitoring and evaluation approach for CCS which will be informed by industry's best practices. Development and piloting of new indicators is already underway in 2022. New and improved CCS monitoring and evaluation approaches and methods will be internally disseminated with adequate support and training. Corporate information management and reporting systems will also be reviewed to better reflect the qualitative aspects of CCS processes and results.

E. Knowledge management and adaptive learning

18. Learning is highlighted as a key principle in the policy update, and WFP recognizes knowledge management as an enabler for advancing the organizational agenda and future CCS work. This workstream entails supporting the innovation and adaptation of programmes based on CCS past experiences and cutting-edge research, including drawing on the substantial body of academic work in this area. In addition, WFP must broaden the organizational knowledge base through learning, reflection and exchange for the provision of state-of-the-art technical advice to national and local partners.

F. Partnerships, advocacy and communication

19. Partnerships, collaboration (including engagements with other agencies and the private sector) and coordination are essential to maximize collective CCS impact. Enhancing the visibility of WFP's CCS efforts coupled to consistent communication with external partners will help demonstrate WFP's commitment and comparative advantages in CCS, allowing it to better position itself as a partner of choice where it is best suited to contribute.
20. Through partnerships, WFP can test innovative approaches, develop knowledge products and research outputs, evidence generation and successful proof of concepts to strengthen national programmes and systems. Hence, the relationship between partnerships and other workstreams is mutually complementary.
21. Given the long-term engagement needed to ensure sustainable CCS outcomes, multi-year funding is required to safeguard continuity of WFP's commitment to national partners. Funding mechanisms to support seed or pilot projects are also critical to identify/validate areas of greatest need and potential CCS interventions. To this effect, WFP will combine traditional resource mobilization with the engagement of new donors (including international financial institutions), the exploration of innovative financing mechanisms and the seeking of increased domestic/host government funding.

Workstreams	Objectives	Activities	Timeline
A. CCS policy roll-out, positioning, institutional coherence	Ensure policy coherence and roll-out across WFP thematic and functional areas, at the headquarters, regional and country office levels.	Policy dissemination: roll-out via regional-level workshops to support regional bureau ownership and buy-in and facilitate country office-level absorption and leadership.	Q3 2022–Q2 2023
		Develop guidance, learning and communication content related to the policy update to elevate its visibility, utilizing internal communication channels and platforms.	Q3 2022–Q4 2023
		Regional implementation plans: Conduct regional situational analysis and identify regional priorities (including through CSP analysis), objectives, workstreams and resources needed at regional level to implement the CCS policy update.	Q3 2023–Q2 2024
		Cross-functional and programme integration support: Strengthen internal partnerships including developing joint position papers with select thematic and functional areas.	Q3 2022–Q2 2024
		Promote WFP CCS policy with external stakeholders: Support executive management in positioning CCS globally in line with WFP's comparative advantage (including through developing key strategic messages and engaging in global events).	Q3 2022 onwards
B. Workforce planning and internal capability development	Ensure adequate resources for the augmentation of CCS expertise across the organization.	Conduct a workforce planning exercise to identify corporate needs to fully operationalize the CCS policy update and integrate CCS in WFP programmes.	Q3 2022–Q2 2023
		Identify and annually review core capability requirements for their inclusion in WFP management plans and FIT pool recruitment processes.	Annually
		Advise country offices on optimal workforce composition through country alignment exercises.	Ongoing
		Support workforce planning carried out by other programme and functional areas with a view to including CCS skills.	Ongoing
		Establish and fill international and national professional staff posts with CCS expertise in country, regional bureau, and headquarters teams where needed to complement the wider augmentation of staff skills and knowledge.	Q3 2022–Q4 2023
		Establish agreements to borrow expertise , such as long-term agreements, standby-partner agreements, and a roster of short-term CCS experts including national officers and temporary duty assignments.	Q3 2022–Q2 2023
		Provide internal capability development opportunities to strengthen knowledge and enhance the experience of CCS practitioners, combining internal learning platforms, technical exchanges, external learning opportunities and a roll-out of tailored CCS training.	Ongoing–Q4 2025

Workstreams	Objectives	Activities	Timeline
C. Programme support	Ensure quality CCS programme design and implementation to achieve transformative capacity change, with strong integration of CCS into second-generation CSPs and enhanced integration of gender, protection and accountability to affected populations into CCS interventions.	Revise corporate CCS guidance and tools to ensure the suitability and robustness of methodologies across contexts, including for assessing capacity needs, mapping stakeholders and potential partners, understanding local dynamics, designing sound interventions and implementing effective CCS activities.	Ongoing–Q4 2023
		Support regional bureaux and country offices in operationalizing the revised CCS guidance and tools in existing programmes and through the design and implementation of second-generation CSPs .	Ongoing–Q4 2025
		Develop guidance to support the integration and mainstreaming of gender, protection and accountability to affected populations into CCS-related interventions across programming areas.	Ongoing–Q3 2023
		Support regional bureaux and country offices to mainstream gender, protection and accountability to affected populations in CCS interventions.	Ongoing
		Review and update the CCS gender checklist within the renewed CCS framework and toolkit.	Ongoing–Q3 2023
		Create guidance on conducting risk analysis and designing risk mitigations tools.	Ongoing–Q2 2023
		Support multi-year ‘smart pilots’ that enhance government capacities to test and scale up innovative programmes addressing food security and nutrition.	Q3 2022–Q4 2025
		Provide seed funding and technical assistance to novel CCS projects at national and subnational level that can catalyse and accelerate capacity change.	Q3 2022–Q4 2025

Workstreams	Objectives	Activities	Timeline
D. Monitoring and evidence generation	Enhance monitoring and evidence-generation for CCS at global and field level to demonstrate the effectiveness of WFP's engagement.	Define and lead the implementation of a corporate evidence-generation agenda for CCS , including centrally commissioned case studies, analyses, operational research, and impact evaluations to fill evidence-gaps and demonstrate the efficiency and effectiveness of WFP's CCS work at the global level.	Ongoing
		Drawing on global good practices, develop a monitoring and evaluation framework for WFP's CCS work, including an updated Theory of Change, an improved set of mandatory and country-specific indicators, and additional qualitative and quantitative evidence-generation approaches, such as case studies. Review corporate reporting and propose changes to better capture CCS results across WFP's portfolio.	Develop: ongoing Implement: 2023 onwards
		Develop, revise and support the regional bureau/country office roll-out of corporate guidance to implement the CCS monitoring and evaluation framework , including for country office monitoring, review and evaluation planning and budgeting, selection and development of indicators, and application of mixed methods approaches to generate CCS evidence.	Ongoing
		Enhance the corporate systems available for CCS information management and monitoring to improve visibility on and management of CCS activities.	2023 onwards
E. Knowledge management and adaptive learning	Broaden the organizational knowledge base and improve knowledge management practices for CCS, based on industry best practices, reflection on WFP experiences and exchanges.	Develop and implement a learning and knowledge management strategy to accompany the policy update implementation, focusing on internal needs and including external knowledge management trends and methodologies.	Develop: Q3-Q4 2022 Implement: 2023 onwards
		Support regional bureaux in the definition of knowledge products, research ventures, learning offerings , communication channels and tools to advance regional CCS objectives.	Ongoing
		Develop publications to consolidate and disseminate WFP's learnings in the CCS field , such as lessons from case studies, evidence, best practices, manuals, and research papers.	Ongoing
		Convene knowledge-sharing events to enhance WFP's visibility and exchange on best practices with other actors or experts.	2023 onwards
		Develop external and internal communication content and materials, and curate CCS content and resources across different dissemination channels.	Ongoing

Workstreams	Objectives	Activities	Timeline
F. Partnership, advocacy and communication	Strengthen collaboration with knowledge and advocacy partners, elevate WFP's visibility as a CCS partner of choice, and secure resources for mid- to long-term engagement.	Conduct scoping of WFP's expertise and partners' expertise for different contexts to identify possible opportunities for partnerships for operations, knowledge and advocacy.	Q1–Q2 2023
		Explore partnership opportunities with Rome-based agencies at a global and regional level to solidify collaboration in CCS based on technical expertise, mandates and respective comparative advantages.	Q1–Q4 2023
		Strengthen engagements with knowledge partners and academic institutions to draw on the expertise of sector-specific and specialized experts for developing specific knowledge products, supporting the design and implementation of time-bound CCS initiatives and supplementing short-term corporate needs.	Ongoing
		Strengthen collaboration with South–South and triangular cooperation and systemize engagements at country office-levels when possible.	Ongoing
		Develop and disseminate a communication plan and promote consistent messaging on WFP's CCS vision, value proposition and portfolio internally and externally to enhance internal commitment, expand WFP's outreach and position WFP as a CCS partner of choice.	Ongoing
		Increase the support of current and new donors for multi-year funding for CCS activities.	2023
		Explore innovative financing mechanisms and models suitable for the CCS interventions and support that WFP will provide.	Ongoing
		Develop a road map for resourcing for CCS specialist positions and CCS activities at headquarters and regional bureaux.	Q3 2022–Q2 2023

Abbreviations: Q1 = first quarter; Q2 = second quarter; Q3 = third quarter; Q4 = fourth quarter.

* Activities labelled as "Ongoing" are to carry on until Q4 2025.