**ICSP 2018–2022**

**FIVE STRATEGIC OUTCOMES (% of budget after BR06 of October 2021)**

<table>
<thead>
<tr>
<th>SO1</th>
<th>SO2</th>
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<tr>
<td><strong>Crisis-affected households and communities</strong> in targeted areas can meet their <strong>basic food and nutrition needs</strong>, both during and in the aftermath of crises</td>
<td><strong>Vulnerable groups</strong>, including persons with disabilities, children, pregnant and lactating women and girls, and malnourished anti-retroviral treatment patients living in targeted regions, have an <strong>improved nutritional status</strong> in line with national targets by 2022</td>
<td><strong>Food-insecure women and men</strong> living in targeted areas have <strong>enhanced livelihoods</strong> to support the food security and nutrition needs of their households and communities by 2022</td>
<td><strong>National and sub-national institutions</strong> have <strong>strengthened capacities</strong> to establish an adequate social protection system and manage food security and nutrition policies and programmes by 2022</td>
<td><strong>The humanitarian community</strong> (partners and donors) has <strong>enhanced capacity to reach and operate</strong> in areas of humanitarian crisis all year-round</td>
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<td>76%</td>
<td>4.8%</td>
<td>5.3%</td>
<td>0.4%</td>
<td>13.5%</td>
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FINDINGS
Q1 TO WHAT EXTENT ARE WFP’S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE’S NEEDS, AS WELL AS WFP’S STRENGTHS?

WFP valued for its emergency response. More to be done to strategically position itself in resilience.

WFP sectoral strategies and international commitments guided WFP action.

Adaptability efforts, including during COVID-19, and through adoption of large-scale cash-based transfers.

Key role in the 2017-2021 UNDAF and humanitarian response plans. Partnerships in resilience limited
Q2 WHAT IS THE EXTENT AND QUALITY OF WFP’S SPECIFIC CONTRIBUTION TO ICSP STRATEGIC OUTCOMES?

SO1 Emergencies: good coverage, lower than planned distribution volumes. Food security outcomes stable.


SO3 Smallholder farmer support: caseload increased; post-harvest losses reduced. Activities affected by insecurity levels. Local purchases.

SO4 Capacity strengthening: partial implementation, limited significant progress.

SO5 Common services: humanitarian community’s access to remote regions strongly supported.
CROSS-CUTTING ISSUES

**Gender and protection:** mainstreaming improved; risk analysis, partners’ capacity, awareness-raising to be enhanced

**Access:** significant achievements, security management challenging

**Sustainability** of WFP actions remain limited; need to enhance institutional capacity strengthening

**Triple nexus:** poorly documented and operationalised, anecdotal evidence exists of decreased inter-community violence
Q3 To what extent did WFP use its resources efficiently in contributing to ICSP outputs and strategic outcomes?

**Timeliness:** Food distributions suffered delays. Enhancements with the shift to CBT.

**Targeting:** Issues with the shift from status- to vulnerability-based approach.

**Resource optimization:** Efforts to improve the efficiency of its activities. Monitoring improved with expanded WFP presence in the country.
Q4 WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE ICSP?

**Funding** improved, fluctuations and earmarking affected flexibility and medium-term approaches

**Partnerships**: mainly with international NGOs. Opportunities to enhance partnerships with public institutions and UN agencies

**Monitoring system** strengthened; quality and use could improve

**Other limiting factors**: insecurity, logistical challenges, staff turnover
Conclusions

Strategic positioning: transition from crisis response to early recovery assistance below expectations

Resilience: low funding, partnerships opportunities to be explored

Contextual needs and opportunities: investments in cash transfers and digitalization

Security: interventions dependent on access; need to integrate stabilisation and conflict analyses.

Targeting and coverage: issues with geographical prioritization and individual targeting
Gender, protection and equity: some modest progress in integration and promotion

Funding: funds mainly focused on crisis response. Good examples of adaptation and flexibility.

Capacity strengthening: stronger planning and links with operational issues needed

Partnerships: opportunities for improved synergies and joint approaches

Monitoring: system strengthened; quality and use could improve
RECOMMENDATIONS

Streamline next CSP, context-specific adjustments and transition-focused approaches

Increase the prevention focus of crisis response, enhance resilience mechanisms, and related targeting

Review monitoring and HR internal processes

Strengthen joint actions and partnerships in the various sectors of intervention

Strengthen the integration of gender and protection into programming

Support the links with conflict and stabilization dynamics