WFP’S CONTRIBUTION TO STRATEGIC OUTCOMES

**SO1 Refugees:**
- To 2020 - Improved food consumption and dietary diversity
- 2021 – Funding shortfalls/increasing beneficiary numbers = some deterioration
- 2022 – Funding = Increase in ration size
- Limited progress - nutrition mainstreaming

**SO2 Food insecure and vulnerable populations:**
- Stable access to food despite COVID-19 and drought
- Positive changes - community asset creation & livelihoods activities
- Supply-chain integration = More comprehensive approach to food systems

**SO3**
- Strengthened - National systems and policies (social protection, EPR)
- Some shortcomings – CCS (lack of strategy)

**SO4**
- Timely - Commodities & humanitarian supply chain services
- Increased local purchasing
Unfinished agenda: strategic shift from 'saving lives' to 'changing lives'

- Growing humanitarian needs
- Strategic vision vs budget – mismatched
- Donor policies & strategies non-aligned with WFP’s ambition of a strategic shift from ‘delivery’, to a more ‘enabler’ role
- Progress constrained by gaps in:
  - programme integration
  - Country Capacity Strengthening
  - M&E & reporting

From delivering to enabling

- Strategic positioning adapted
- Policies, institutions & capacities strengthened
- Closeness to decision-making & governance
  - balancing humanitarian principles, incl. independence
  - staff capacity needs, CCS strategy, food systems development, innovation.
RECOMMENDATIONS

1. Invest in self-reliance & resilience – refugees & host communities; enhance efforts re: hard-to-reach populations

2. Enhance the contribution of nutrition & gender equality units

3. Strengthen organizational cohesion, human resources management & programme integration

4. Strengthen governance analysis capacities; clarify internal CCS responsibilities

5. Strengthen M&E function; improve documentation of experience & results for improved learning and reporting

6. Strengthen supply chain function & overall approach to food systems & resilience