Evaluation of WFP's Policy on Country Strategic Plans

June 2023
CONTEXT

- 2030 Agenda for Sustainable Development
- World Humanitarian Summit
- United Nations development system reform
CSP POLICY EXPECTED RESULTS AND EVALUATION SCOPE
KEY FINDINGS

A. STRATEGIC REPOSITIONING
• Increased alignment and harmonization with national priorities and UN framework
• Engagement with partners at design stage but insufficient attention to sustainability during implementation
• Positioning in both the “saving lives” and “changing lives” agendas proved to be challenging at times

B. PROGRAMMING QUALITY AND RESULTS
• Enhanced effectiveness
• Expected flexibility not yet fully materialized

C. MANAGEMENT, GOVERNANCE AND ACCOUNTABILITY
• EB strategic guidance increased, but efficiency gains not fully realized
• Challenges for Results Based Management
UNINTENDED OUTCOMES

- Zero Hunger strategic reviews contributed to furthering national policy agendas and priorities.

- Line of sight requirements introduced some fragmentation in CSP design and silos effects in implementation.

- Emergency response and supply chain related work have become less visible in the CSP narrative.
KEY FACTORS EXPLAINING RESULTS

Opportunities

• Leadership of the change process
• CD commitment and persistence
• WFP staff enthusiasm and commitment
• Financial resources for specific priorities
• Growing demand for WFP services and support to service provision

Risks

• Frequent changes to frameworks, tools, and guidance
• Different CO realities
• Reliance on voluntary contributions
• Staff recruitment and programme design as a function of funding models.
• Insufficient clarity on WFP comparative advantages
• Inadequate knowledge management systems
• Radical changes in the global context
CONCLUSIONS
RECOMMENDATIONS

1. **EMBRACE A MORE STRATEGIC AND LEANER APPROACH TO THE CSP FRAMEWORK**

2. **STRENGTHEN SUPPORT AND RESOURCES DEDICATED TO COUNTRY STRATEGIC PLANNING AND EARLY STAGES OF CSP IMPLEMENTATION**

3. **FURTHER SIMPLIFY PROGRAMME APPROVAL AND REVIEW PROCESS TO ENHANCE EFFICIENCY AND FLEXIBILITY AND REDUCE TRANSACTION COSTS**

4. **STRENGTHEN AND STREAMLINE ACCOUNTABILITY AND LEARNING FOR RESULTS-BASED MANAGEMENT**

5. **DEVELOP A CLEAR SHARED UNDERSTANDING AND VISION FOR WFP WORK ACROSS THE HUMANITARIAN-DEVELOPMENT-PEACE NEXUS**

6. **FURTHER UPSCALE THE PROCESS OF STRATEGIC WORKFORCE PLANNING AND FURTHER PRIORITIZE WORK ON SKILLS DEVELOPMENT IN LINE WITH THE WFP PEOPLE POLICY AND EVOLVING NEEDS**