World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 17–21 November 2025

Distribution: General
Date: 12 September 2025
Original: French

Agenda item 6
WFP/EB.2/2025/6-C/2
Evaluation reports
For decision

Executive Board documents are available on WFP's website (https://executiveboard.wfp.org).

Summary report on the evaluation of the country strategic plan for Côte d'Ivoire (2019–2025)

Executive summary

The evaluation of the country strategic plan for Côte d'Ivoire for 2019–2025 covered activities implemented between January 2019 and June 2024. Serving both accountability and learning purposes, it will inform the preparation of the next country strategic plan. The evaluation assessed WFP's strategic positioning, its contribution to outcomes, its efficiency in implementation and the factors explaining its performance.

The country strategic plan for 2019–2025 aimed to strengthen WFP's catalytic role in building national capacity by transferring responsibility for programmes and activities implemented by WFP to national institutions and actors, particularly in the area of school meals. Since 2015, the United States Department of Agriculture has supported that process through projects financed under the McGovern-Dole International Food for Education and Child Nutrition Program ("the McGovern-Dole programme"), which also provides support to smallholder farmers, including women, in order to promote their empowerment.

The country strategic plan followed on from the preceding transitional interim country strategic plan, while also providing for crisis response interventions and strengthening nutrition, including through support for the national rice fortification strategy. A new activity involving the provision of procurement and storage services for development partners was also introduced during the implementation of the country strategic plan. Interventions were concentrated in seven regions of the country.

WFP is the main partner of government institutions in Côte d'Ivoire in the areas of school meals, crisis response, rice fortification and food security monitoring. However, although the country strategic plan allowed for some flexibility in adapting to the changing context, it did not allow for

In line with WFP evaluation policy (2022) (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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adequate coverage of the areas most affected by food insecurity. Underfunding limited WFP's ability to recalibrate its priorities.

The school meal programme achieved positive intermediate outcomes thanks to the availability of adequate resources. However, there was no significant impact on children's reading ability or on food security. The sustainability of outcomes is uncertain, as the strategy for transferring responsibility for the McGovern-Dole programme has proved overly ambitious. WFP supported the national rice fortification strategy and established partnerships in the field of nutrition. Nevertheless, positive results in that area remain limited, and the mainstreaming of nutrition remains partial and insufficiently coordinated, despite awareness-raising efforts conducted across all country strategic plan activities.

WFP responded effectively to crises through its collaboration with national institutions, but positive outcomes were limited owing to insufficient resources. The food assistance provided to shock-affected populations enhanced their food consumption, but reductions in the amount of assistance provided have compromised their ability to meet their needs, particularly given their very limited livelihood opportunities.

Funding shortages limited the effectiveness of resilience-building activities. Nonetheless, improvements were seen in terms of women's access to land and agricultural production, even if challenges remain, particularly in the area of marketing. The country strategic plan contributed positively to the promotion of gender equality and women's empowerment, but limited resources and a lack of strategic partnerships constrained the results achieved.

Procurement and storage services, which remain underdeveloped, have the potential to enhance the operational efficiency of WFP's partners.

The consolidation of WFP's catalytic role in capacity strengthening at the national level was not fully achieved, owing to insufficient funding and the absence of a coherent capacity-strengthening strategy. Weak strategic planning meant that efforts by WFP were scattered between the strategic outcome on capacity strengthening and cross-cutting initiatives. Despite achievements in certain areas, such as school feeding and food security, progress under those outcomes remains limited and, moving forward, sustained support in those areas will be required. The lack of resources and the limited use made of WFP's corporate tools also hindered the achievement of sustainable outcomes.

The evaluation makes six recommendations, five of which are strategic and one operational. The strategic recommendations involve: i) refocusing WFP interventions on the areas of the country most affected by food insecurity; ii) strengthening capacity at the national level; iii) developing strategic multisectoral partnerships to address systemic challenges; iv) redefining WFP's added value in the area of resilience; and v) improving resource mobilization planning. The operational recommendation vi) concerns strengthening the monitoring and evaluation system so as to more accurately measure outcomes, particularly those related to capacity strengthening.

Draft decision*

The Board takes note of the summary report on the evaluation of the country strategic plan for Côte d'Ivoire (2019–2025) (WFP/EB.2/2025/6-C/2) and the management response (WFP/EB.2/2025/6-C/2/Add.1).

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Introduction

Evaluation features

1. The evaluation of the country strategic plan (CSP) for Côte d'Ivoire for 2019–2025 covered the period from January 2019 to June 2024. It served both accountability and learning purposes and will inform the preparation of the next CSP.

2. The evaluation was conducted using a theory-based, mixed-methods approach that reconstructed WFP's intervention logic and underlying assumptions in order to assess the organization's positioning and decision-making processes, as well as the impact of its activities. The approach incorporated quantitative and qualitative data and the perspectives of a range of stakeholders, including the country office, the regional bureau, WFP beneficiaries, national institutions, non-governmental organizations, United Nations entities and private sector partners, all of which stand to benefit from the evaluation's findings.

3. The evaluation took into account gender issues, equity and WFP's objectives in relation to inclusion. It was conducted by an independent team and was commissioned by and carried out under the supervision of the WFP Office of Evaluation.

Context

4. Côte d'Ivoire, a middle-income country with a population of 29.3 million, continues to experience persistent food insecurity, with several regions affected. Malnutrition remains a major challenge, including chronic malnutrition, which exceeded 30 percent in 2021 in the northern and northeastern parts of the country. Anaemia is another serious challenge, affecting 60 percent of women and girls aged 15–49 years and 68 percent of children aged 6–59 months.[1]

5. Agriculture plays a key role in the country's economy, employing about 68 percent of the working population. According to a zero hunger strategic review, conducted with the support of WFP in 2018, the majority of farmers in Côte d'Ivoire are smallholders who live below the poverty line, with plots of land measuring less than 4 hectares. Their precarious situation is aggravated by climate-related shocks, including floods and droughts.

6. Data on the 2023/24 school year provided by the Directorate of School Canteens reveal that the national school meal programme provided meals to more than 1 million pupils, covering 36 percent of public primary schools, with an average of 26 days of school meals per year. The McGovern-Dole programme, implemented under the auspices of WFP, supports 613 canteens and provides school meals for 70 days per year.

7. In 2018, Côte d'Ivoire ranked 157th out of 162 countries on gender equality. Women were more affected than men by extreme poverty (47.4 percent)[2] and were underrepresented in the economy (only 11.5 percent of women were in private sector employment and only 8 percent owned land)[3] and in politics (women comprised only 13 percent of members of the National Assembly).[4] Despite their key role in agriculture, women face barriers to accessing land, education and technology.

[1] National Institut of Statistics and ICF. 2022. *Enquête Démographique et de Santé de Côte d'Ivoire, 2021*.

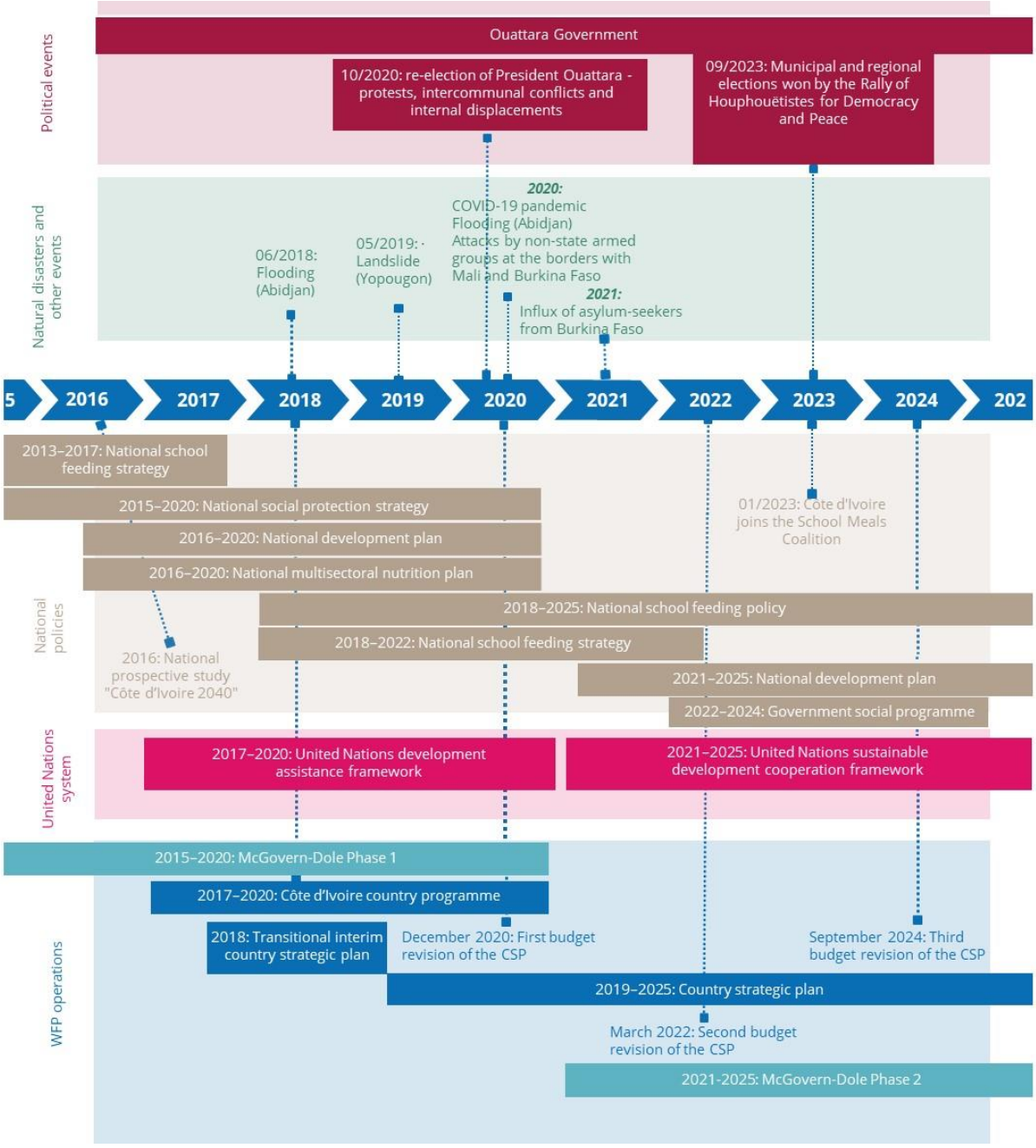
[2] Government of Côte d'Ivoire and WFP. 2018. *Examen stratégique national "faim zéro" Côte d'Ivoire*.

[3] *Ibid*.

[4] Union interparlementaire. 2025. Données mondiales sur les parlements nationaux (Parline). Côte d'Ivoire.

8. Since 2012, the country has hosted asylum seekers from Burkina Faso and Mali. By October 2024, their number had reached 63,461.[5] Transit sites were accommodating some 12,000 people in 2024, while the remainder were hosted by host communities.

Figure 1: Country context and WFP operational overview in Côte d'Ivoire



Source: Evaluation team on the basis of multiple sources, including WFP annual country reports on Côte d'Ivoire and country briefs, the CSP, and relevant national policies and strategies.

Country strategic plan

9. The CSP for 2019–2025 built on the preceding 2018 transitional interim CSP (T-ICSP). Initially designed as a five-year framework ending in 2023, the CSP was extended for an additional two years in order to align with the national development plan of Côte d'Ivoire for 2021–2025

[5] Office of the United Nations High Commissioner for Refugees. Operational Data Portal: Côte d'Ivoire (accessed on 9 December 2024).

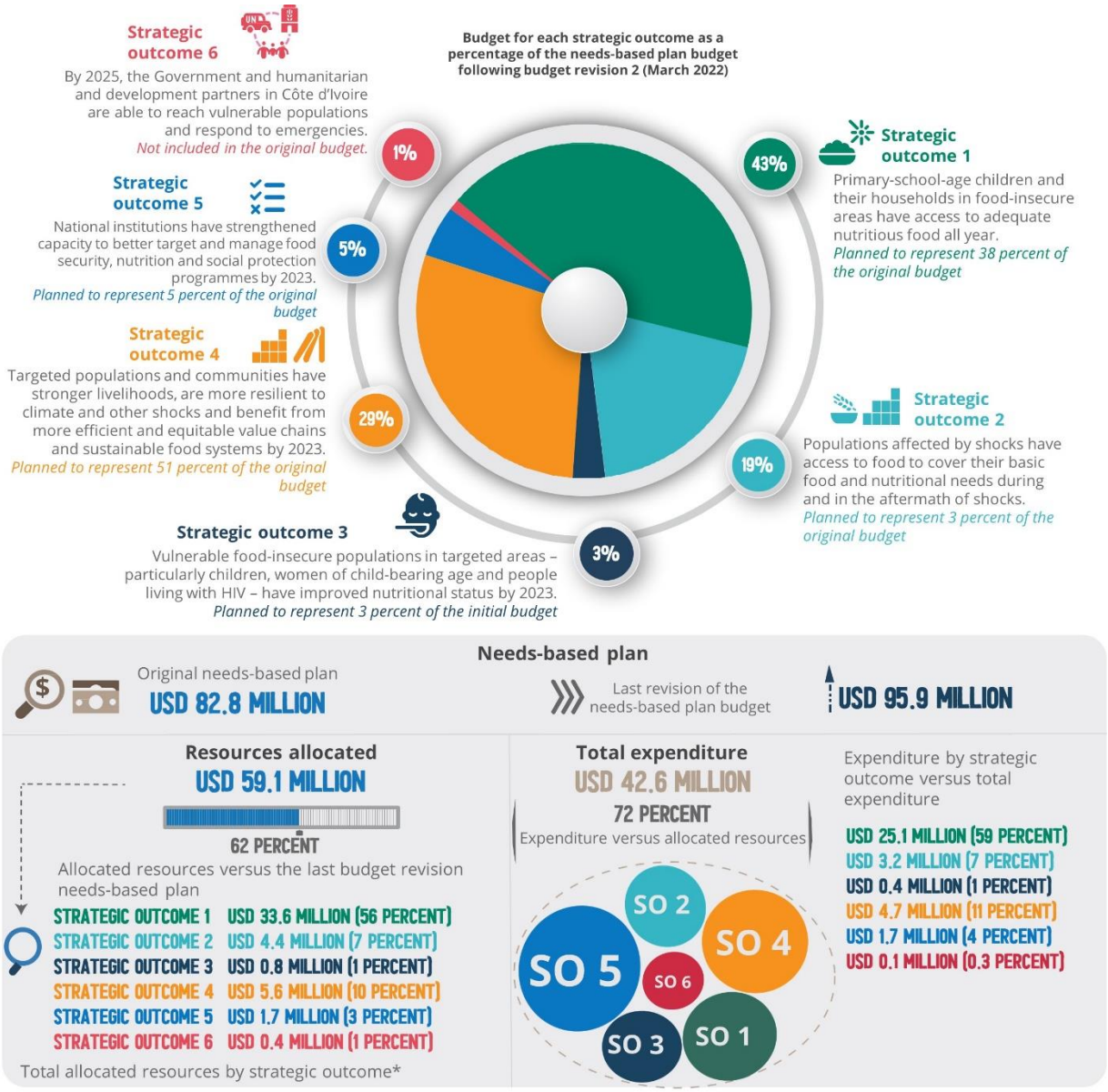
and the United Nations sustainable development cooperation framework for 2021–2025. Under the T-ICSP, WFP implemented activities in the areas of school feeding, nutrition, resilience building and capacity strengthening of national institutions, in order to promote the achievement of four strategic outcomes.

10. The CSP for 2019–2025 reflected a shift towards capacity strengthening, with the aim of transferring responsibility for programmes and activities implemented by WFP to national institutions and actors, including, in particular, the school meal programme. Since 2015, WFP has received support from the United States Department of Agriculture through two projects under the McGovern-Dole programme. Those projects aim to strengthen capacities in order to facilitate the transition of school meal management to the Government and local communities. School feeding, delivered through the national school meal programme, is a central component of WFP's work in Côte d'Ivoire. The school feeding initiative also provides for agricultural production support, post-harvest loss reduction measures and improved access to markets, helping smallholder farmers – especially women smallholders – to supply local school canteens, thereby promoting their empowerment.

11. The CSP for 2019–2025 encompassed crisis response interventions and focused WFP's nutrition work on capacity strengthening at the national level, in particular by supporting the Government's rice fortification strategy. A new activity related to the provision of procurement and storage services to development partners was added in the second budget revision of the CSP. Activities were concentrated in seven regions in the northern, northeastern and western parts of the country.

12. The CSP was revised on two occasions during the evaluation period. In December 2020, the budget was reduced from USD 82.8 million to USD 81.8 million, while the planned number of beneficiaries increased from 136,510 to 219,500. In March 2022, the budget rose to USD 95.9 million (an increase of USD 14.1 million) to assist 311,217 beneficiaries. The first budget revision increased the targets under strategic outcome 2 (crisis response) in light of the occurrence of more frequent shocks than initially foreseen, while reducing the budget for resilience-focused activities because of resource limitations. The second budget revision extended the CSP by two years, introduced new activities and adjusted targets in line with the situation on the ground and available resources. A third budget revision, in September 2024, amended the targets and budgets under strategic outcomes 1 (school feeding), 2 (crisis response) and 4 (resilience building) in response to an influx of asylum seekers from Burkina Faso, rising school enrolment rates and new funding secured for climate insurance projects.

Figure 2: Country strategic plan (2019–2025) strategic outcomes, budget, funding and expenditures[6]



* The percentages of resources allocated and expenditures by strategic outcome do not total 100 percent because resources were also allocated and spent for non-strategic purposes.
Abbreviation: SO = strategic outcome.

[6] The third budget revision, in September 2024, raised the budget to USD 126 million and set a target of 520,248 beneficiaries (an increase of 60.8 percent compared with the previous revision).

Evaluation findings

Relevance, coherence and adaptability

The design of the CSP was grounded in clearly identified and relevant needs and proved well suited to the evolving context. However, significant underfunding of the portfolio limited the scope of coverage, which was largely determined by the only activity with secured funding, namely the school meal programme.

13. The CSP and its objectives were particularly relevant, having been established on the basis of data obtained in the context of reliable studies, including the 2018 zero hunger strategic review conducted to understand the needs of vulnerable populations and groups within society, particularly women.

14. The CSP did not, however, cover all areas initially identified as being particularly affected by food insecurity, largely because it had been designed around the McGovern-Dole programme, which had been launched prior to its formulation. As a result, priority was given to the areas of the country covered by the only project with secured funding.

15. The CSP clearly supported the national priorities set out in the national development plan and in sectoral policies and strategies relating to food and nutrition security, agricultural production, gender equality, and disaster preparedness and response. There were, however, two exceptions. One was the choice to supply imported commodities for the school meal programme; this was dictated by the nature of donor funding and diverged from the national school feeding strategy. The other was the implementation of food assistance for assets activities in the northern areas most affected by seasonal food insecurity, which, although a priority under the national social protection policy, remained very limited in scope.

16. WFP demonstrated its ability to align the CSP with changing circumstances, particularly in its response to crises such as flooding and the influx of asylum seekers in the north of the country. Revisions to the CSP budget, prompted by changing circumstances, needs and available resources, were deemed appropriate. Nevertheless, inadequate funding significantly hampered the implementation of the CSP. WFP was therefore compelled to make strategic choices, balancing the need to address urgent humanitarian needs with the importance of sustaining longer-term system strengthening interventions, including the school meal programme, which was supported by dedicated multi-year funding.

17. WFP's added value derives from its technical expertise and operational capacity to respond to crises. Its contribution to strengthening national capacities is likewise a distinctive aspect of its work in the country.

Intervention logic and integration of programmes and operations

The CSP was built on sound intervention logic, but the partial integration of its components and limited coordination across programmatic areas hindered effective implementation.

18. The CSP drew on sound approaches and intervention logic in the areas of school feeding, nutrition, resilience and crisis response, with notable synergies between the school meal initiative and efforts to build resilience through the use of locally sourced products to supply schools. In contrast, limitations were apparent in the intervention logic underpinning the components of disaster risk management beyond response and capacity strengthening (strategic outcomes 2 and 5).

19. Strategic outcome 5 partially addresses the issues with systems used by WFP to enhance its effectiveness, efficiency and sustainability. Although the CSP activities helped to address a number of challenges related to the national school meal programme, challenges pertaining to the coordination, targeting, financing, local procurement, implementation and monitoring

of that programme persist. With regard to the food security monitoring system, WFP provided technical and financial assistance for surveys and for Cadre Harmonisé workshops. Significant challenges nevertheless remain, particularly with regard to resource mobilization to ensure the smooth operation of the system and the extent to which it informs government decision-making processes.

20. Disaster risk management activities are fragmented and poorly integrated into the national disaster risk management system, while the measures taken with regard to the healthcare supply chain (strategic outcome 5) are not clearly aligned with the objectives and the theory of change of the CSP.

21. With regard to operational integration, the contribution of the CSP to the humanitarian-development–peace nexus has been modest, with attention primarily given to preventing tensions between host households and asylum seekers. Although the strategic outcomes were intended to be interdependent, only synergies between the school meal programme (strategic outcome 1) and the provision of support for women smallholder farmers (strategic outcome 4) materialized. The planning of resilience activities did not incorporate emergency interventions or promote continuity of assistance for crisis-affected populations. In addition, initiatives to promote good food and nutrition practices (strategic outcomes 1, 3 and 4) lacked coordination in terms of targeting and approaches adopted. Finally, although WFP included vulnerable host households among beneficiaries under strategic outcome 2, no structural link was established between emergency activities and those aimed at building resilience.

Contribution of the CSP to the achievement of strategic outcomes

Although tangible results were achieved across all strategic outcomes, there is still scope for improvement, particularly in scaling up activities and strengthening support for national systems. The CSP's overall contribution to the achievement of the strategic outcomes remained limited, mainly because of insufficient funding. Likewise, the objective of reinforcing WFP's catalytic role through national capacity development was not fully realized, owing to limited resources and the absence of a coherent strategy in that area. With regard to the school meal programme, although some intermediate progress was observed, its impact could not be clearly demonstrated, in part because of the repercussions of the coronavirus disease 2019 (COVID-19) pandemic. Among external factors, weak intersectoral dynamics – stemming from entrenched institutional silos and limited collaboration across sectors – also hindered CSP implementation.

22. The achievement of results depended largely on the availability of resources, and funding shortfalls hindered progress towards most strategic outcomes, except for support for the school meal programme. Even so, tangible results were delivered under all strategic outcomes. Further improvements are needed, particularly through the adoption of more robust strategies for scale-up and for the provision of support for national systems. Chronic underfunding and institutional constraints were especially detrimental to interventions in nutrition, resilience and capacity strengthening, limiting their integration and reducing their potential to maximize impact and generate more meaningful results.

Strategic outcome 1: School feeding

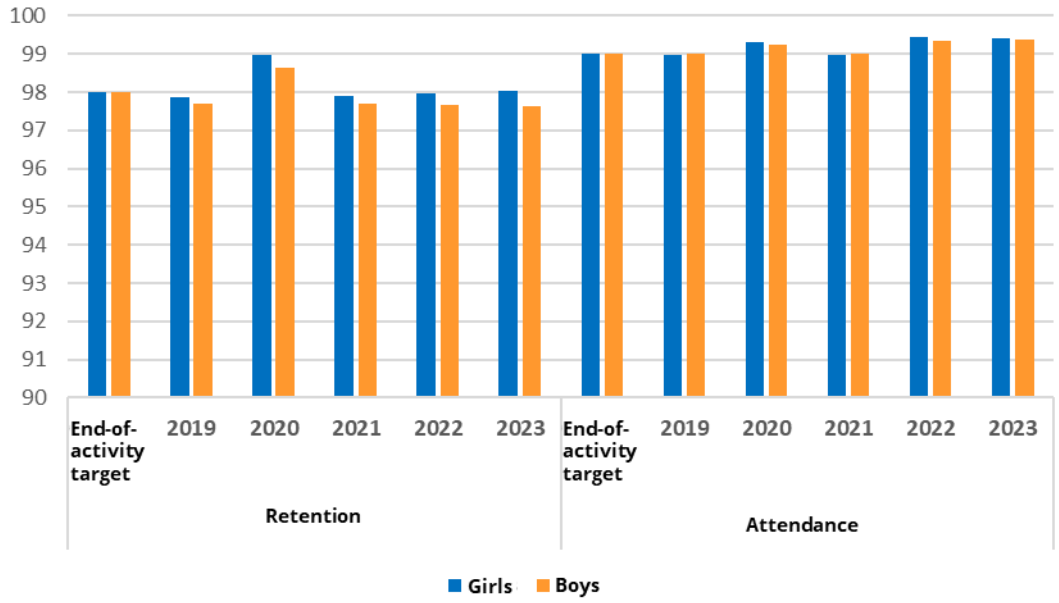
23. Significantly more resources were allocated to strategic outcome 1 than to the other outcomes, enabling the achievement of relatively strong intermediate results. Even so, the contribution of strategic outcome 1 to the expected improvements in reading skills and food security could not be demonstrated. The sustainability of implementation also remains uncertain, given the overly ambitious strategy for transferring responsibility for the school meal programme to the authorities in charge of the national school meal programme. This

is all the more so because strategic outcome 1 – implemented mainly through the McGovern-Dole programme – has remained focused on direct implementation, despite the stated intention to shift towards strengthening national capacities.

24. Data on reading scores in 2021 and 2024 indicate notable reductions during that time period in the proportion of students with low scores (down 15 percentage points), but also in those with high scores (down 13 percentage points) and very high scores (down 8 percentage points).[7]

25. The relatively strong achievement of planned outputs under strategic outcome 1, particularly in the components on teaching quality and the provision of school meals through the McGovern-Dole programme, had a positive impact on several key aspects of education. Positive developments included increased enrolment in 2022 and 2023 in the schools covered – especially among girls, who outnumbered boys from 2021 onwards – and to sustained high levels of school retention and attendance.

Figure 3: Trends in student retention and attendance rates



Source: Annual country reports for Côte d'Ivoire, 2019–2023.

26. The trends observed in food consumption, dietary diversity and household coping strategies were very similar for households, whether they were covered by the McGovern-Dole programme or not, and were likely influenced by external factors, particularly the impact of the COVID-19 pandemic.

27. An analysis of the food consumption score between 2021 and 2024 showed only minor differences between control and treatment groups. In 2021, 77 percent of households in the control group and 80 percent in the treatment group were in the "acceptable" category, compared with 85 percent and 88 percent, respectively, in 2024. The differences observed are small, however, and do not confirm genuine impact. The intervention under strategic

[7] Data drawn from the decentralized evaluations of the McGovern-Dole programme conducted in 2018, 2021 and 2024. See: WFP 2019. *Mid-Term Evaluation of "Support for the Integrated School Feeding Program" in Côte d'Ivoire*; WFP. 2022. *Final evaluation of the first phase (2015–2021) of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire – Decentralized Evaluation Report*; and WFP. 2025. *Mid-term evaluation of Support to the integrated programme for sustainability of school canteens in Côte d'Ivoire from 2020 to 2026.*

outcome 1 therefore did not result in any notable change in household food consumption profiles between 2021 and 2024, as measured by food consumption score.

Strategic outcome 2: Crisis response

28. Overall, WFP was able to respond to the numerous shocks that affected Côte d'Ivoire during the period covered by the CSP, owing in particular to its strong engagement with the country's disaster risk management authorities. However, disaster risk management activities remain fragmented and insufficiently integrated into the national disaster risk management system, to which they are meant to contribute.

29. Between 2019 and 2024, WFP responded to crises in several regions in Côte d'Ivoire. However, limited resources meant that the intended results – in terms of beneficiaries reached and transfers delivered – were achieved only in part.

30. Through strategic outcome 2, WFP contributed significantly to the food security of shock-affected populations, particularly asylum seekers from Burkina Faso. WFP assistance, provided on the basis of vulnerability, reached most of that group. The assistance improved their food consumption, but its reduction has compromised their ability to meet their needs, particularly given the very limited livelihood opportunities available to them.

Strategic outcome 3: Nutrition

31. WFP added value by supporting the development and implementation of the national rice fortification strategy and by establishing strategic partnerships in school meals and nutrition. However, the contribution of work under strategic outcome 3 to food and nutrition security objectives has remained modest, with few tangible results. Of the planned components, only support for the national rice fortification strategy was initiated, and its progress has been hindered by a lack of clarity regarding institutional leadership within national bodies.

32. Nutrition is a cross-cutting element of the CSP, and awareness-raising activities on that issue were carried out under strategic outcomes 1, 2 and 4. However, the integration of nutrition across the CSP has remained partial and poorly coordinated, as nutrition education delivered in schools, among asylum seekers and with 55 women's farmer groups was implemented through disparate approaches that were not harmonized across the country office's portfolio of interventions.

Strategic outcome 4: Resilience

33. Resource shortfalls limited WFP's ability, under strategic outcome 4, to contribute effectively to food and nutrition security by supporting smallholder farmer groups. Support for these groups was spread across seven regions, a scope that proved too broad in relation to the limited number of groups assisted, resulting in uneven outcomes.

34. Despite those limitations, positive effects were observed among the 128 smallholder farmer groups receiving support. One of the main achievements was improved access for women smallholders to productive assets, particularly land – a major issue in rural society in Côte d'Ivoire. Improved access, combined with training and the provision of inputs and equipment, enabled the smallholder groups to increase production and supply school canteens, while also raising women's incomes and strengthening their role in covering household expenses. However, a lack of resources and the absence of strategic partnerships focused on gender equality limited the overall impact and scale-up of initiatives. Challenges remain, including uneven results and difficulties related to bringing produce to market.

35. External challenges, such as climate variability, together with internal challenges within women smallholder farmer groups – including those related to leadership and motivation – impeded the achievement of outcomes.

Strategic outcome 5: National capacity strengthening

36. WFP's aim of playing a stronger catalytic role by prioritizing national capacity strengthening was not fully achieved, largely because of insufficient funding and the absence of a coherent strategy in that regard. The lack of a road map based on an in-depth needs assessment, combined with the organization's focus on direct implementation of activities, limited the impact of capacity-strengthening efforts. Moreover, the existence of a specific strategic outcome and separate cross-cutting initiatives diluted WFP's efforts.

37. Nevertheless, notable progress was made in several areas, including school meals, food and nutrition security monitoring, crisis preparedness and health supply systems. Those advances have not yet had a tangible impact on the systems concerned and will require sustained support to ensure lasting effects. In addition, national capacity-strengthening activities are only loosely connected, which limits the extent to which they can enhance food and nutrition security.

38. The country office does not have an effective mechanism for measuring the results of WFP capacity-strengthening efforts, as the current system relies on insufficient quantitative indicators and limited data on processes adopted, results achieved and lessons learned.

Strategic outcome 6: Supply chain and storage services

39. It remains unclear how healthcare supply chain activities contribute to strategic outcomes 1 to 4 or to the chain of results achieved under the CSP, as outlined in the reconstructed theory of change. Although the procurement and storage services provided to development partners are expanding, they are still limited in scope but could nonetheless enhance WFP partner effectiveness and efficiency.

WFP performance on cross-cutting issues in Côte d'Ivoire

Overall, WFP's performance under the CSP was modest on cross-cutting issues, with only limited progress on gender equality, the environment and sustainability, although humanitarian principles were consistently upheld.

40. WFP's performance under the CSP contributed only marginally to the objectives of **promoting gender equality and women's empowerment.** It did, however, support increased enrolment of girls in schools with canteens and improved women's access to productive resources, thereby strengthening their economic role, despite WFP's limited resources and challenges encountered by the organization in scaling up initiatives.

41. Although the **environment** features prominently in the CSP, particularly under the strategic outcome on climate resilience, it has only been explicitly integrated into WFP's activities in Côte d'Ivoire during the last two years of CSP implementation, and the organization's contribution to climate resilience objectives has remained limited.

42. The **humanitarian principles** of humanity, neutrality, impartiality and independence have been broadly respected in CSP implementation, with activities guided by the needs of vulnerable populations and conducted without external influence.

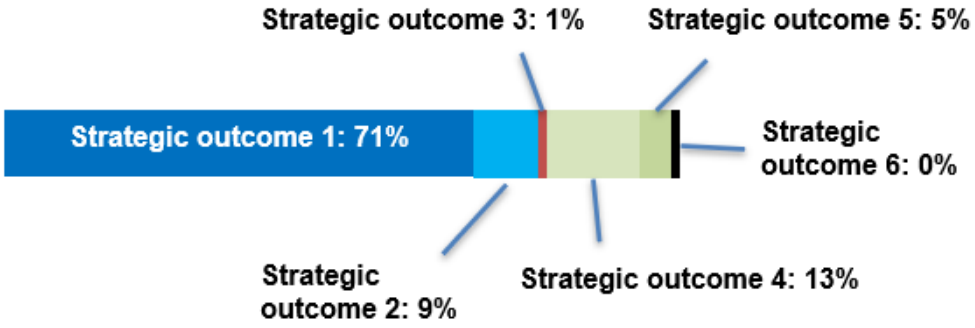
43. The prospects for **sustaining** results achieved under the CSP remain limited. The transfer of responsibility for school meals has not been achieved, smallholder farmer groups will require sustained assistance and support, and national capacity strengthening has not sufficiently addressed structural challenges, including challenges pertaining to the coverage and budget of the national school meal programme, programme coordination, the involvement of other relevant sectors, targeting, the legal framework and the technical capacities required for programme implementation, all of which are critical to sustaining results.

Efficiency

The efficiency of the CSP has varied, owing in particular to wide geographic dispersion, which increased support costs per beneficiary, especially for resilience activities. Timeliness varied across strategic outcomes, with delays often beyond WFP's control.

44. The review of the efficiency of the CSP revealed uneven results. While the country office has sought to make the best use of resources, it has not always succeeded.

Figure 4: Distribution of expenditures among strategic outcomes

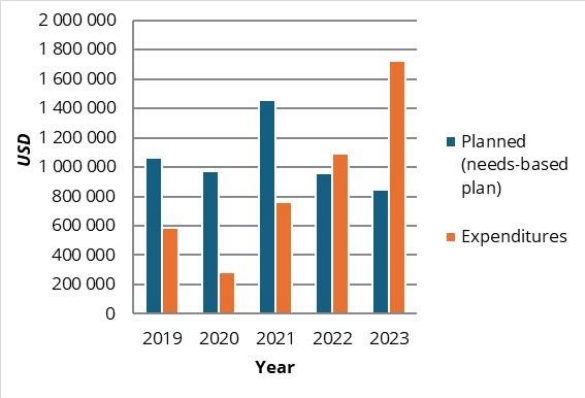


Source: Annual country report 2023.

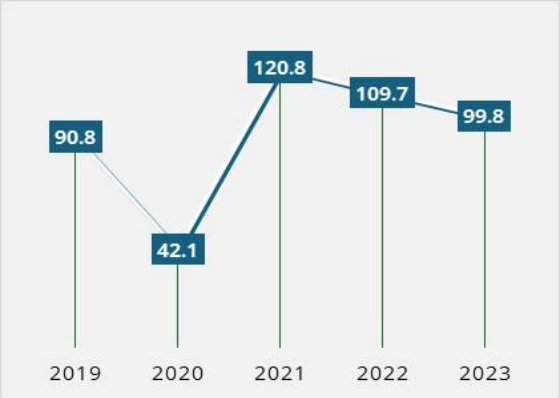
45. While support and per-beneficiary costs were contained at the outset, they have risen considerably in the past two to three years, primarily because resources have been spread too thinly from a geographic point of view. This has particularly undermined resilience activities.

Figure 5: Trend in direct support costs and cost per beneficiary

Trend in direct support costs (planned versus actual expenditures)



Cost per beneficiary (*USD*)



Source: Annual country reports 2019–2023 and the country office tool for managing effectively monitoring report CMR002b.

46. The timely implementation of activities has varied across strategic outcomes. Overall, timelines have been respected for strategic outcomes 1 and 5, while delays have been recorded under strategic outcomes 2, 3 and 4. The delays under strategic outcomes 2 and 3 have been mainly the result of external factors, whereas those under strategic outcome 4 have stemmed from issues within WFP itself.

Impact of strategic and operational partnerships on efficiency, effectiveness and sustainability

WFP has developed strong partnerships with national institutions, particularly in the areas of school meals and rice fortification. Strategic collaboration in those areas has enabled WFP to engage at both the strategic and the operational levels. In other areas, partnerships have remained largely operational.

47. WFP has built strong partnerships with government institutions in areas where its added value is most evident: support for the national school meal programme, the food security and nutrition monitoring system, disaster risk management, and the development and implementation of the national rice fortification strategy. WFP is recognized as a key actor and a trusted partner of the main institutions responsible for matters such as school canteens, humanitarian action, food crop agriculture and nutrition.

48. There is, however, a need to strengthen resilience-focused partnerships in Côte d'Ivoire. Those partnerships have been largely operational in nature and have centred on implementing short-term or ad hoc activities, with common objectives and coordination mechanisms yet to be clearly defined. A lack of long-term strategic engagement limits the potential for systemic change. Stronger linkages among national actors could help to reinforce multisectoral dynamics, following the example of the more structured partnerships established in support of women smallholder farmers, which have helped to sustain results in that area.

49. In terms of collaboration with other United Nations entities, WFP has taken part in joint programmes focused on crisis response and resilience. However, no clear synergies have emerged in areas such as education, food security or nutrition, despite efforts made to that end. Among humanitarian organizations, WFP is recognized mainly for its crisis-response expertise. That focus tends to overshadow the organization's broader added value, whereas national institutions tend to place greater emphasis on WFP's capacity-building role.

50. Partnerships with the private sector, while important, remain relatively limited in scope, particularly with respect to support for agricultural value chains, an area in which the private sector should play a key role.

Recommendations

Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 1. Refocus WFP interventions on the areas most affected by food insecurity by strengthening operational synergies across the components of the CSP.	Strategic	Country office	All institutional and implementing partners	High	During the formulation and implementation of the next CSP.
1.1 Update the analysis of the areas most affected by food insecurity and shocks by conducting studies such as the integrated context analysis or comprehensive food security and vulnerability analyses.		Country office vulnerability analysis and mapping (VAM), and programme units			Prior to the launch of the next CSP and during the first year of its implementation (end of 2026).
1.2 For the preparation of the next CSP, identify the areas with the greatest potential for impact and operational synergies across CSP components in order to maximize the actions of all stakeholders and avoid the dispersion of resources, in line with government priorities and in close collaboration with partners. To that end, the country office should develop a targeting strategy that takes into account food insecurity, the frequency of shocks, partnership opportunities and government priorities.		Country office programme unit, with the support of a consultant assisting in the formulation of the CSP (regional office VAM and programme units)			By the end of 2025 for the development of a targeting strategy.

Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 2. Improve WFP's approach to national capacity strengthening through more effective operationalization of its policy in the areas of school meals and nutrition, emergency preparedness, resilience and food systems.	Strategic	Country office programme unit	Strategic institutional partners, with support from global headquarters. Country offices and centres of excellence with country capacity strengthening experience	High	During the initial phase of the next CSP (initial six months).
2.1 Enhance the formulation of measures to strengthen capacities by conducting needs assessments at the level of the systems that WFP aims to support (school meals and nutrition, emergency preparedness, resilience and food systems).					
2.2. Develop an institutional capacity-strengthening strategy, in consultation with relevant institutions, that prioritizes key elements while promoting greater impact and sustainability.					
2.3. Make use of available institutional resources and tools and share knowledge and good practices with country offices and centres of excellence with experience in national capacity strengthening.					

Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 3. Strengthen strategic multisectoral partnerships, especially with national institutions and other United Nations entities, in order to address systemic issues, including in relation to resilience and crisis management.	Strategic	Country office management; programme and partnerships units	Strategic institutional partners (relevant ministries) United Nations entities, technical and financial partners, research centres	High	At the launch of the next CSP and at the end of each year.
3.1. Map the institutions involved in resilience and crisis management, taking into account WFP's approach to issues such as nutrition integration, linkages with school meals and the targeting of women's groups.					
3.2. Set medium- and long-term strategic objectives, underpinned by national capacity-strengthening strategies, and incorporate them into multi-year framework agreements designed to remain in place regardless of short-term resource availability.					
3.3. Conduct an annual review of framework agreements, including the annual workplan drawn up in agreement with the institutions concerned and on the basis of available resources.					
3.4. Strengthen joint approaches with the United Nations system in order to maximize programmatic synergies, enhance the impact and coherence of interventions, and optimize resource mobilization.					

Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 4. Redefine WFP's added value and impact strategy in the area of resilience.	Strategic	Country office programme unit, with support from the regional office	Institutional partners involved in resilience (Ministry of Agriculture, Rural Development and Food Production; Ministry of Environment and Sustainable Development; and other key institutions responsible for resilience)	High	During the formulation phase and the first six months of implementation of the next CSP.
4.1. Develop a national capacity-strengthening component in order to scale up the results achieved.					
4.2. In line with recommendation 3.1, map the key institutions responsible for resilience and establish a strategic partnership with those institutions.					
4.3. Use direct implementation as part of an approach aimed at piloting measures and extracting lessons learned with a view to supporting national capacity strengthening.					
Recommendation 5. Enhance the analysis of resource mobilization opportunities and set realistic objectives for the next CSP.	Strategic	Country office management and partnerships unit	Donors	High	During the formulation phase of the next CSP.
5.1. Develop a realistic resource mobilization strategy that reflects donor priorities and WFP's added value, particularly in connection with national capacity strengthening, and is anchored in multi-year funding.					
5.2. Allocate additional resources to WFP field offices and within relevant ministries in order to strengthen intra- and inter-ministerial synergies.					

Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 6. Improve WFP's monitoring and evaluation system to enhance the analysis of results achieved, particularly in relation to capacity strengthening.	Operational	Country office monitoring and evaluation and programme units, with support from global headquarters country capacity strengthening unit	Implementing partners, with support from global headquarters	Medium	During the initial phase of the next CSP and throughout its implementation.
6.1. Develop a tailored monitoring and evaluation mechanism to measure capacity-strengthening outcomes. Steps that should be taken include expanding the qualitative component of monitoring and evaluation and establishing a tracking tool on the basis of the strategy proposed in recommendation 2, while also strengthening the capacity of the country office, with the support from global headquarters country capacity strengthening unit.					
6.2 Create a detailed record of the processes for implementing the planned measures and carry out learning exercises, particularly for innovations and pilot projects (for example, after-action reviews or experience-sharing workshops).					

Acronyms

COVID-19	coronavirus disease 2019
CSP	country strategic plan
T-ICSP	transitional interim country strategic plan