



World Food
Programme



Synthesis of Country Portfolio Evaluations in Africa (2016 - 2018)

SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

May 2019

Context



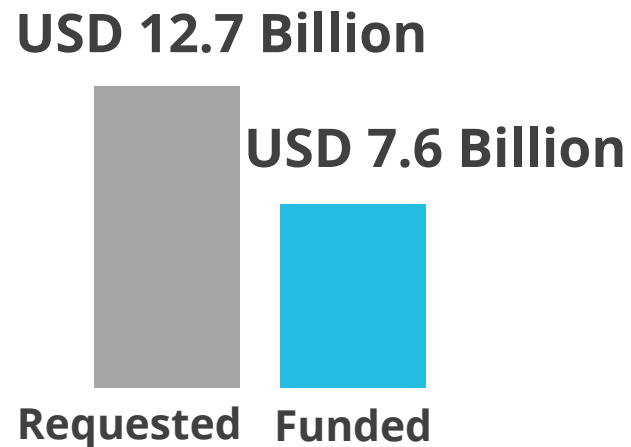
Regional/country challenges

- High poverty levels/food insecurity
- Conflict/instability
- Vulnerability to climate change
- Refugee/IDP populations
- Humanitarian access challenges
- Gender challenges
- Protection and accountability to affected populations challenges

WFP Country Portfolios

68 SEPARATE OPERATIONS

- USD 12.7 billion
- Almost 100 million beneficiaries targeted



FEATURES



General Food Assistance



Cash-Based Transfers



Nutrition



School Feeding

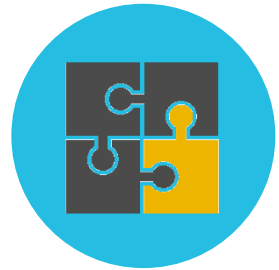


Capacity Development



Resilience

Alignment and strategic positioning



PORTFOLIO DESIGN



ADAPTING TO EMERGENCIES



STRATEGIC PLANNING

Strategic decision making and choices

Decision making influenced by:

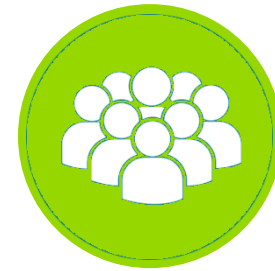


- stakeholder consultation
- use of learning & evidence from evaluations & reviews
- food security & nutrition analysis
- risk assessment & mitigation
- funding
- management & staffing gaps

Working in partnerships



**APPROACHES TO
PARTNERSHIPS**



**CLUSTERS AND
WORKING GROUPS**



**UN & RBA
COORDINATION**

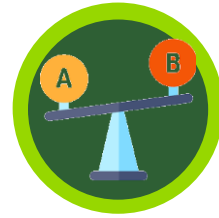


**DONOR
COMMUNITY**



PERFORMANCE AND RESULTS

- Overall effective beneficiary targeting
- Challenging geographic
- Monitoring – shortcomings
- Prioritization to lifesaving activities



USE OF WFP COMPARATIVE ADVANTAGES

- Food security and nutrition analysis
- Risk tolerance
- Agility / ability to operate at scale
- Logistics
- Field knowledge
- Innovation
- Advocacy



HUMANITARIAN PRINCIPLES, ACCESS AND TRIPLE NEXUS



GENDER, PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS



EFFICIENCY



SUSTAINABILITY



COUNTRY PORTFOLIO EVALUATIONS RECOMMENDATIONS AND MANAGEMENT RESPONSES

Conclusions



Confronting recurring cycles of hunger and vulnerability, WFP assistance effectively addressed acute and unpredictable needs

CSP

Implementation of the 2016 Policy on CSPs promised future improvement, supporting clearer strategic positioning and a more coherent approach

NEXUS

Explicit attention to the 'triple nexus' of humanitarian-development-peacebuilding was limited, but early contributions are emerging

Conclusions



WFP worked well in partnership yet operational coordination barriers were faced with UN partners. Reconciling diverse donor priorities presents an ongoing challenge



Protection was well-integrated into portfolios, accountability to affected populations was not adequately addressed



WFP commitment to a 'shift in gear' under its 2015-2020 Gender Policy and associated Gender Action Plan was not yet evident

Lessons



A strong analytical basis supports strategic relevance



Resilience presents an opportunity for integrated planning



Capacity strengthening requires long term planning and commitment



Adherence to the international humanitarian principles requires tailoring for context



Protection and accountability to affected populations require sustained attention



Gender requires a transformative approach



Investment in innovation pays dividends

Recommendations

STRATEGIC



1. Improve availability and use of guidance to support CSP design
2. Strengthen the financial and partnership base for development and peacebuilding
3. Address staffing and management arrangements in fragile contexts/protracted crises

OPERATIONAL



4. Develop regional-level operational plans for development and peacebuilding actions, applying a gender-transformative lens
5. Systematize localized adherence to the humanitarian principles
6. Improve adherence to accountability to affected populations commitments