



World Food
Programme

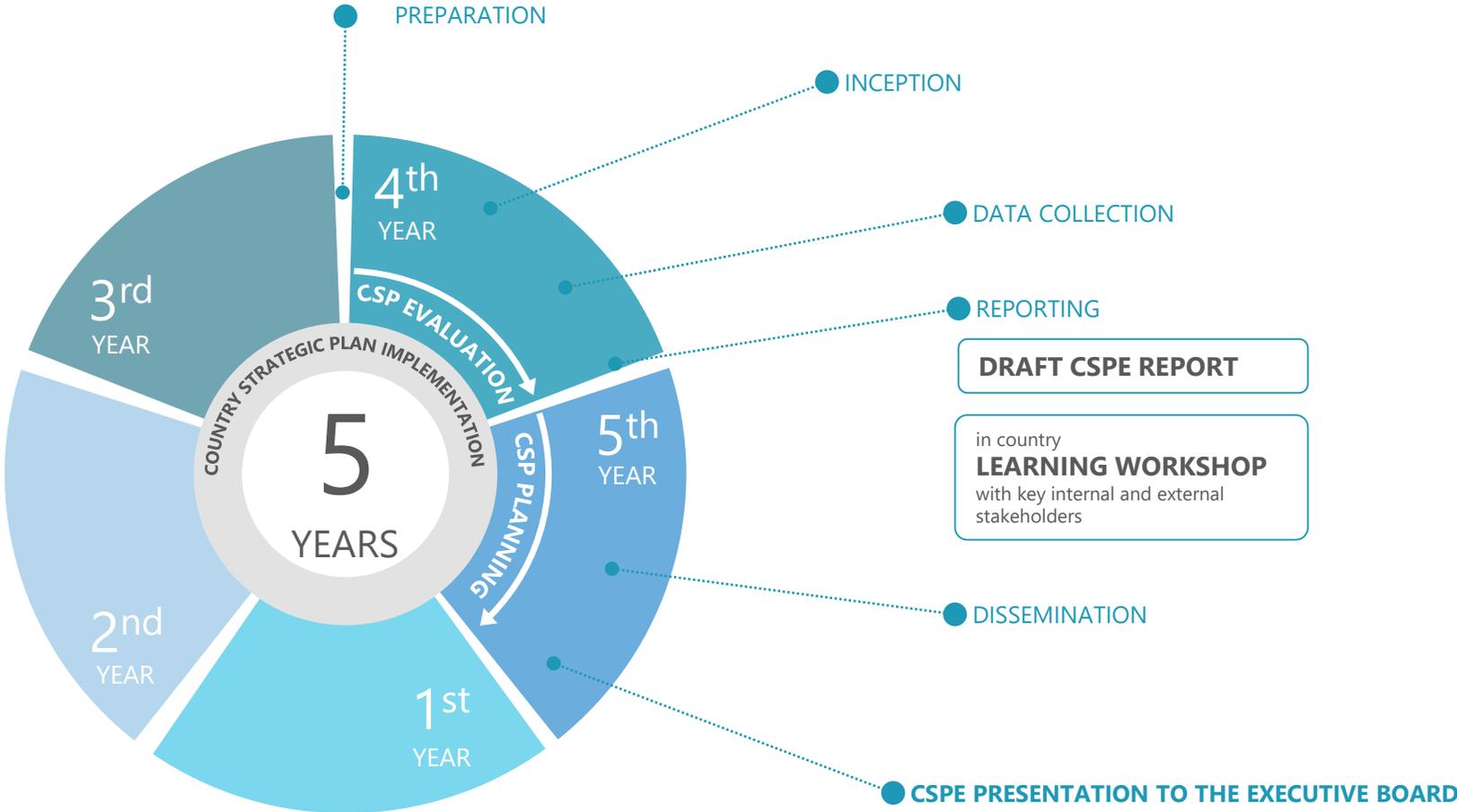
EB.2/2020

centralized evaluation reports:

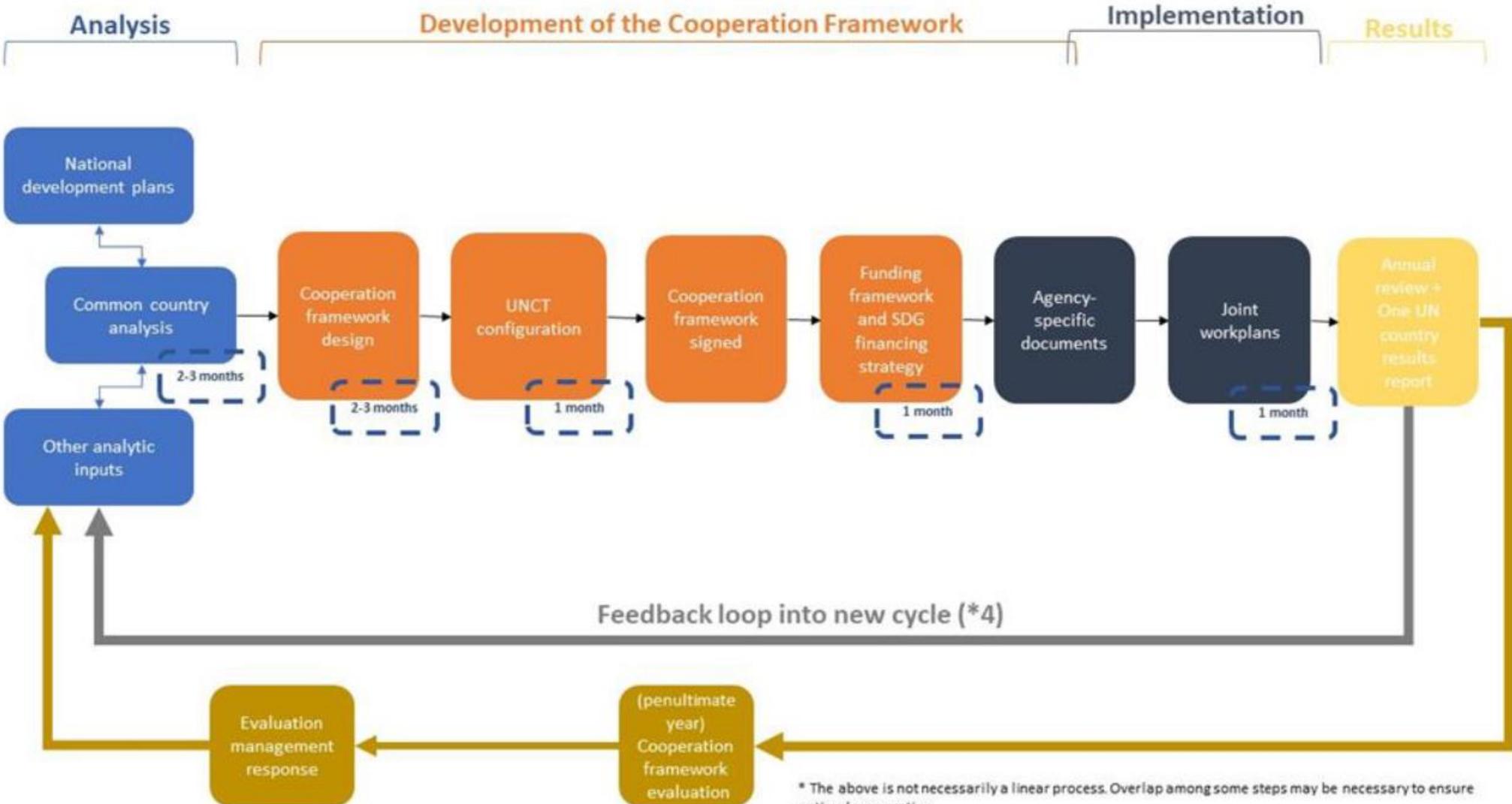
**COUNTRY STRATEGIC PLAN EVALUATIONS:
CAMEROON, DEMOCRATIC REPUBLIC OF CONGO, INDONESIA,
TIMOR-LESTE**

SAVING
LIVES
CHANGING
LIVES

Country strategic plan evaluation cycle



United Nations sustainable development cooperation framework cycle



* The above is not necessarily a linear process. Overlap among some steps may be necessary to ensure optimal preparation.
 * The assumption for this diagram is that the cooperation framework is for a five-year period. This could be different per country.

Evaluation questions



EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths? (*national policies, most vulnerable people’s needs, relevant of WFP strategic positioning, CSPE alignment and coherence with wider United Nations*)



EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in COUNTRY XX? (*delivery of expected CSP outcomes and cross-cutting aims – e.g. humanitarian principles, protection, accountability to affected populations, gender equality - sustainability of CSP achievements, linkages between humanitarian, development and peace*)

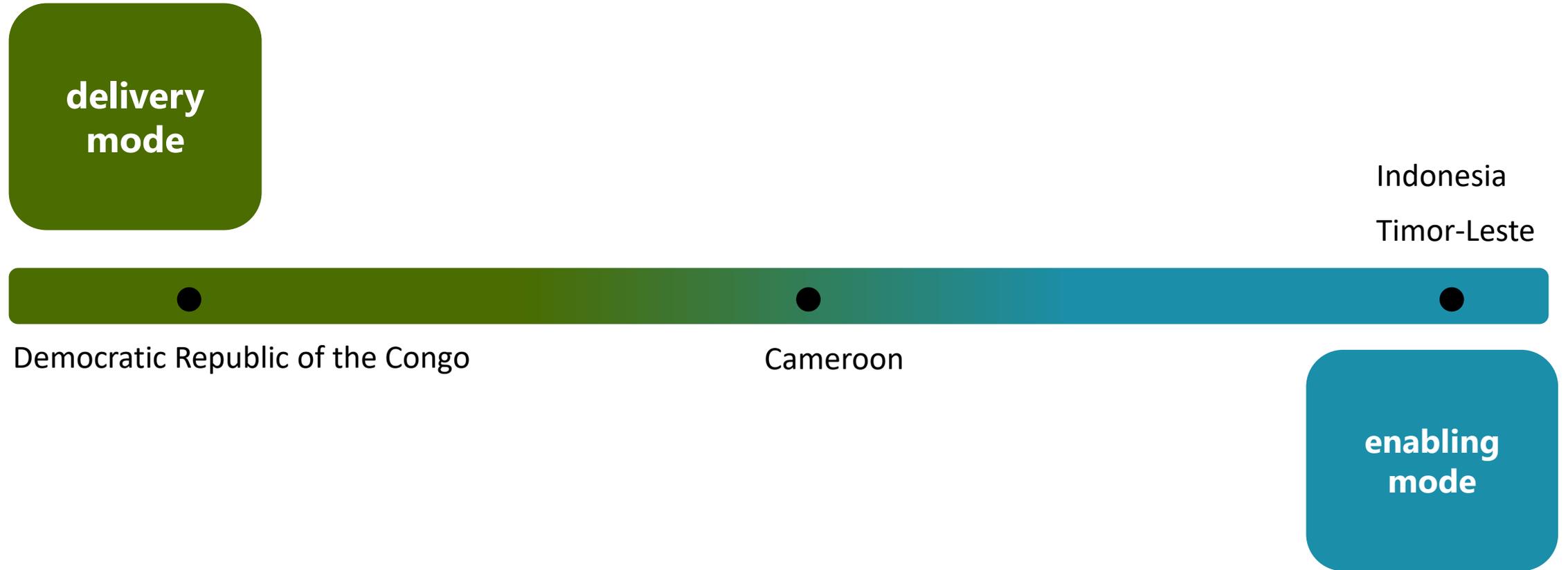


EQ3: To what extent has WFP’s used its resources efficiently in contributing to CSP outputs and strategic outcomes? (*delivery of expected outputs within indented timeframe, coverage and targeting, cost-efficiency and cost effectiveness of WFP’s activities*)



EQ4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP? (*use of existing evidence, resource mobilizations, partnerships, CSPE flexibility in dynamic context, factors explaining performance*)

WFP Modes of engagement at country level





World Food Programme



Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020

SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

October 2020

Context

- Oil dependent lower-middle income country
- 1.4 m population
- 0.626 HDI (2019)
- 0,899 Gender Development Index (2018)
- Severe malnutrition challenges – approx. 25% of population food secure
- Government instability has challenged the conversion of policies into action



Methodology



- Desk review
- Interviews and focus group discussions
- Field visits
- Triangulation of different sources

Timor-Leste simplified “Line of Sight”

Strategic Outcome 1

Children under five, adolescent girls and pregnant and lactating women in Timor-Leste have **improved nutrition** towards national targets by 2025

Activity 1: Provide **nutritious foods and Social and behaviour change communication (SBCC)** for targeted individuals

Activity 2: Provide the Government and partners with **technical assistance** and evidence for enhancing efficiency of national programmes and safety nets

ROOT CAUSES

Strategic Outcome 2

National and sub-national government institutions have **increased capacity** to sustainably deliver food, nutrition and supply chain related services by 2020

Activity 3: Provide the Government and partners’ **technical expertise** for improved targeting, monitoring and programme analysis

Activity 4: Provide the Government and partners’ **technical expertise** for the development of an efficient and effective **supply chain management system**

RESILIENCE

Findings

WFP Country Strategic Plan (2018 – 2020)



- Needs-based Plan: USD 16.9 million
- Funded at 30%
- Headquarter provided 66% of funding
- Other donors included: private donors, the Government of Timor-Leste, Australia and the Republic of Korea
- Direct nutrition interventions were more underfunded than capacity strengthening activities

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?



Alignment with national policies, plans and strategies



Focus on selected nutrition specific elements of a multisectoral approach



Insufficient focus on the strategic role of partnerships



Alignment with United Nations Development Assistance Framework (UNDAF) – but challenges for system-wide approach to engage with the Government and leverage United Nations comparative advantages

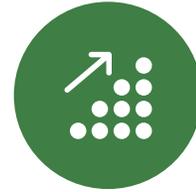
Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



NUTRITION

WFP did not reach **targets** for fortified and specialized nutritious foods

Challenges in relation to **MAM treatment default, recovery rates**



CAPACITY STRENGTHENING

Output indicators focused on **training events and the provision of technical assistance**. Target achievement is mixed

Successful **advocacy of government funding** for nutrition supplies was an achievement not captured by the results frameworks

Q2 (Continued) What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



GENDER EQUALITY AND WOMEN'S EMPOWERMENT

CO generated evidence of nutrition needs of adolescent girls and advocated for attention to harmful gender norms, but further outreach to men and boys is needed



SUSTAINABILITY

There are technical and financial challenges for sustainable handover to government

Q3 To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?



Cost-effectiveness increased under the CSP: average cost per beneficiary who recovered from moderate and acute malnutrition was reduced



Geographic targeting of municipalities was correct, but coverage had to be reduced due to insufficient funding



Supplementary feeding activities experienced delays and pipeline breaks

Q4 What are the factors that explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?



Mobilization of adequate, predictable and flexible resources: coverage and continuity in implementation of the CSP



Partnership and collaboration: underfunding, and human resource capacity, of WFP and government counterparts, affected the effectiveness of partnerships

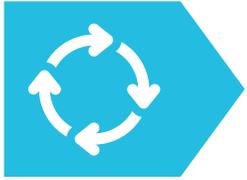


Human resources and staff expertise: lack of funding affected the ability of WFP to fill strategic positions at policy level; rapid turnover and short-term contracts



Results-Based Management: use of monitoring data was strong while WFP was directly engaged in supplementary feeding but limited in capacity strengthening

Conclusions



The Integrated Road Map, and associated shift from delivery to enabling, takes time and the country office is still at an early transitional stage



The CSP focus was relevant to the country's priorities and people's needs, but some fundamental assumptions did not hold true



Severe underfunding has been a dominant influence on performance



Conclusions



Geographical targeting was appropriate and supplementary feeding was more cost-effective than prior to the CSP, but lack of adequate and regular funding caused pipeline breaks and affected coverage



Adequate staffing and effective partnership building were constrained by lack of financial resources. Not all partnership commitments between the government and the CO could be converted into practical action



Positive steps have been taken to address the specific needs of women and girls, but more can be done to fully achieve gender-transformative results and nutritional outcomes



Recommendations

- 1 Ensure a threshold of sustainable and predictable funding
- 2 Strengthen CSP implementation through partnerships
- 3 Focus on technical advisory and capacity-strengthening contributions that build on WFP's strengths
- 4 Reappraise and reinforce approach and methods for capacity strengthening