



**WFP EVALUATION**

# Evaluation of Kenya WFP Country Strategic Plan 2018-2023



WFP  
World Food Programme

SAVING LIVES  
CHANGING LIVES

March 2023

Informal Consultation

# WFP CSP IN KENYA 2018–2023

## Four strategic outcomes

(% of needs-based plan as of July 2022 Budget Revision 6)

### Beneficiaries

**3.3 million** targeted 2018-2023.  
**1.2 million** reached in 2021  
**1.5 million** reached in Jan-Sept 2022



**64%**

Refugees & asylum seekers living in camps/settlements & populations affected by natural & man-made disasters have access to adequate food to meet their food & nutrition needs throughout the year

**S01**



**30%**

Targeted smallholder producers, food-insecure and vulnerable populations benefit from more sustainable, inclusive food systems and increased resilience to climate shocks to meet food and nutrition needs by 2023.

**S02**



**3%**

National and county institutions in Kenya have strengthened capacity and systems to assist food-insecure & nutritionally vulnerable populations by 2023.

**S03**



**3%**

Government, humanitarian & development partners in Kenya have access to and benefit from effective and cost-efficient logistics services, including air transport, common coordination platforms and improved commodity supply chains when needed.

**S04**

# EVALUATION FINDINGS

# Q1. USE OF EVIDENCE TO INFORM THE CSP AND STRATEGIC FOCUS TO ADDRESS THE NEEDS OF THE MOST VULNERABLE



Well aligned with national and sub-national priorities to achieve SDGs and relevant to sector-specific policies



Relevant to the needs of the most vulnerable, targeting refugees as well as other crisis affected people including Kenyan households



Highly coherent with other UN agency policies and priorities with evidence of good cross-agency collaboration



Relevant strategic positioning with successful adaptation to evolving priorities including around COVID-19 and drought response



Horizontal cross-programme linkages and positive synergies despite some continuing challenges around silos

## Q2. EXTENT AND QUALITY OF WFP'S CONTRIBUTION TO CSP STRATEGIC OUTCOMES IN KENYA



**SO1 Refugees:** Food consumption and dietary diversity improved in the early part of the CSP. Since 2021, some deterioration of food security and nutrition due to funding shortfalls vis-à-vis increasing number of beneficiaries. Recent 2022 funding led to increase in ration size. Limited progress on nutrition mainstreaming.



**SO2 Food insecure and vulnerable populations:** Relatively stable access to food despite COVID-19 and drought. Positive changes emerged linked to community asset creation and livelihoods activities. Integration of supply-chain catalysed a more comprehensive approach to food systems.



**SO3** Clear contribution to national systems and policies (i.e. social protection, EPR). Some shortcomings in country capacity strengthening also linked to lack of comprehensive strategy.



**SO4** Commodities and humanitarian supply chain services delivered on time with increased volume of food purchased locally from smallholder farmers.

## Q2. EXTENT AND QUALITY OF WFP'S CONTRIBUTION TO CROSS CUTTING ISSUES



CSP delivered in a principled manner, with principles of inclusion and non-discrimination reflected in programming alongside protection and AAP.  
Effective use of community-level communications and feedback mechanisms



Good progress on gender equality indicators and partnership with government to enhance sensitization around GBV, including in refugee camps



Environment and climate change considered in programming, constrained by limited internal capacity for undertaking climate change risk assessments



Initiatives on self-reliance, local economic development, and host community integration are promising, but limited in scope and results not at scale.  
Modest contribution to peace, through strengthening social cohesion.

## Q3. COST EFFICIENT USE OF RESOURCES TO CONTRIBUTE TO CSP OUTPUTS AND OUTCOMES



CSP outputs largely delivered within intended timeframe, although some disruptions caused by COVID-19



Food distribution activities overall efficient. High level of efficiency of UNHAS, mostly funded through cost recovery



More cost-effective programming choices (e.g. through cash modalities) hindered by regulatory issues.

## Q4. FACTORS EXPLAINING WFP'S PERFORMANCE



Funding constraints and increased needs, but WFP mobilised additional resources in 2022 and proved to be creative and active to secure funding for CCS



CSP performance affected by limited cross-programme linkages and coordination, with recent efforts to improve.



Large and complex portfolio of interventions placed high demands on M&E function



Partnerships instrumental in achieving the intended results. WFP proximity to the centres of national and county decision-making and governance requires analysis of implications



Realignment that followed the CSP adoption was prolonged and challenging linked to the expected shifts in staffing profiles



# HIGH-LEVEL CONCLUSIONS (1/2)



## Unfinished agenda to realise the CSP's vision of a strategic shift from saving lives to changing lives

- WFP's vision mismatched with budget strongly weighted on emergency response.
- Donor policies and strategies don't align with the intended strategic shift.
- Further progress limited by:
  - increase in humanitarian needs during CSP period, unmatched by funding support.
  - limited integration across activities and Strategic Outcomes
  - lack of comprehensive strategy on Country Capacity Strengthening
  - limited or too recent corporate guidance on performance measurement and monitoring in new areas (CCS, food systems)
  - weaknesses in the M&E and reporting functions in delivering more compelling analysis on WFP's impacts in Kenya around 'changing lives'

# HIGH-LEVEL CONCLUSIONS (2/2)



## **WFP's evolving role from delivering assistance to enabling national capacities and systems through an ever-close partnership with the Government in Kenya**

- WFP's strategic positioning effectively adapted to evolving national priorities and needs
- Clear evidence of progress on the enabling agenda at policy / institutional level (e.g. support to policy formulation in EPR, Social Protection)
- WFP's shift to work closer with centres of decision-making and governance requires more thorough reflection on implications including for:
  - balancing humanitarian principles, including independence
  - staff capacity needs, CCS strategy, food systems development, innovation and resource mobilization

# RECOMMENDATIONS

- 1 Invest more in increasing self-reliance and resilience for both refugees and host communities; enhance efforts to include hard-to-reach populations
- 2 Enhance the contribution of the specialized units: Nutrition and Gender Equality
- 3 Strengthen organizational cohesion, human resources management and programme integration
- 4 Strengthen capacities to engage in governance analysis and clarify internal responsibilities for CCS
- 5 Strengthen the M&E function and the practice of documenting experiences and results to improve learning and reporting
- 6 Strengthen the supply chain function and the overall approach to food systems and resilience