



Mid-Term Evaluation of WFP Strategic Plan 2022-2025

October 2024 - Round table on evaluation reports

Evaluation scope

300 M. People need humanitarian Assistance

Key context features:

- Effects of COVID 19
- Prolonged Conflicts
- Extreme weather events
- UN Reform



Relevance and Strategic Direction

Highly relevant to Global Context

Flexible framework appropriate to ensure adaptation to contexts

Clarified WFP ambitions in humanitarian, development and peace related work

Insufficient elaboration of comparative advantages and guidance for prioritization

Institutional Support for implementation

Strengthened corporate systems & processes to support implementation.

- Advance finance mechanisms

Room to improve

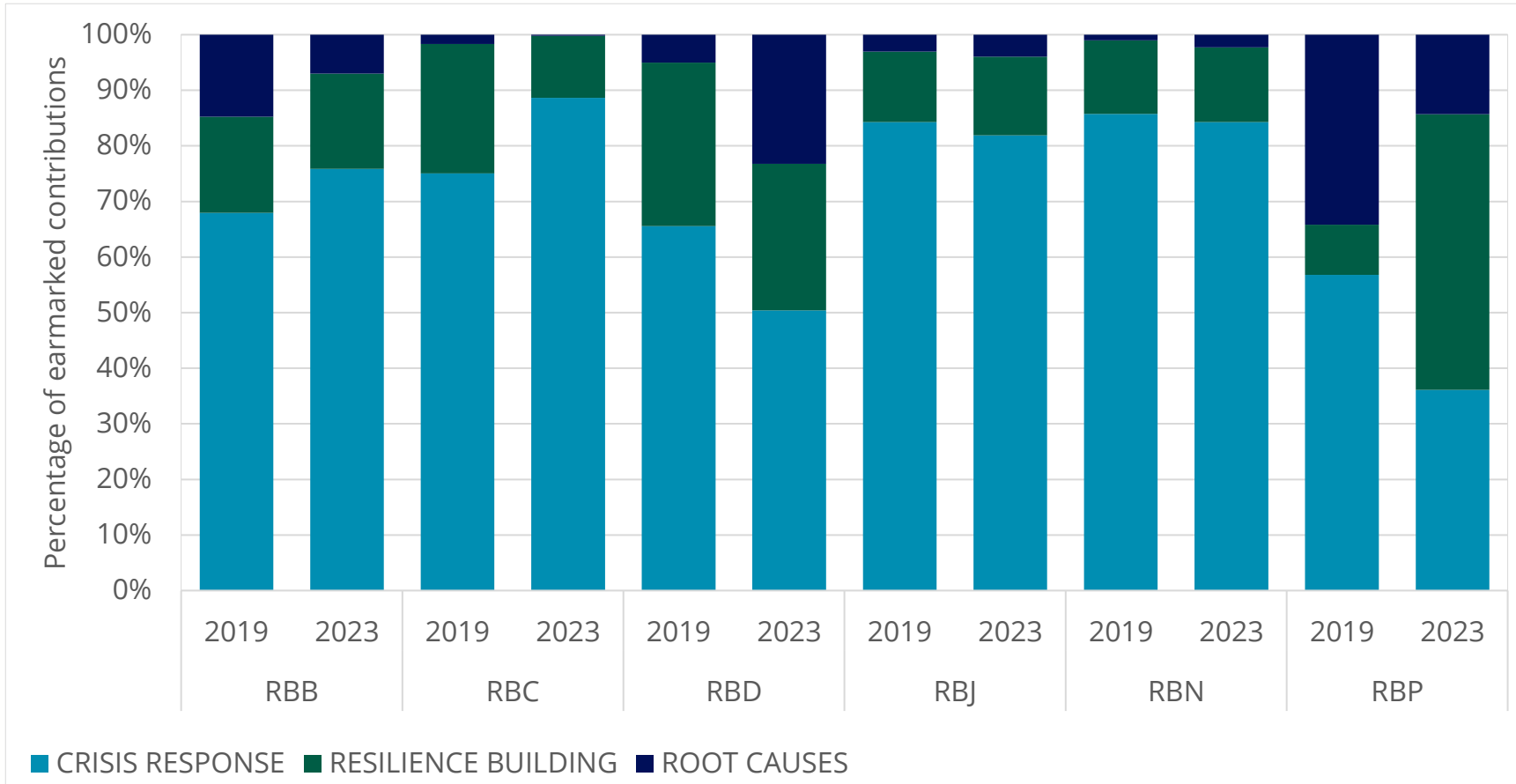
- CSP design & approval
- Budget revision
- Incentives for Innovation
- Knowledge management and use of evidence

Improved programme integration & innovation, but persistent **structural challenges**

- Budget structure & Earmarking
- Line of Sight
- CO Programme Management structure

Financial Resources

Percentages of total earmarked contributions by focus area and region, 2019 and 2023

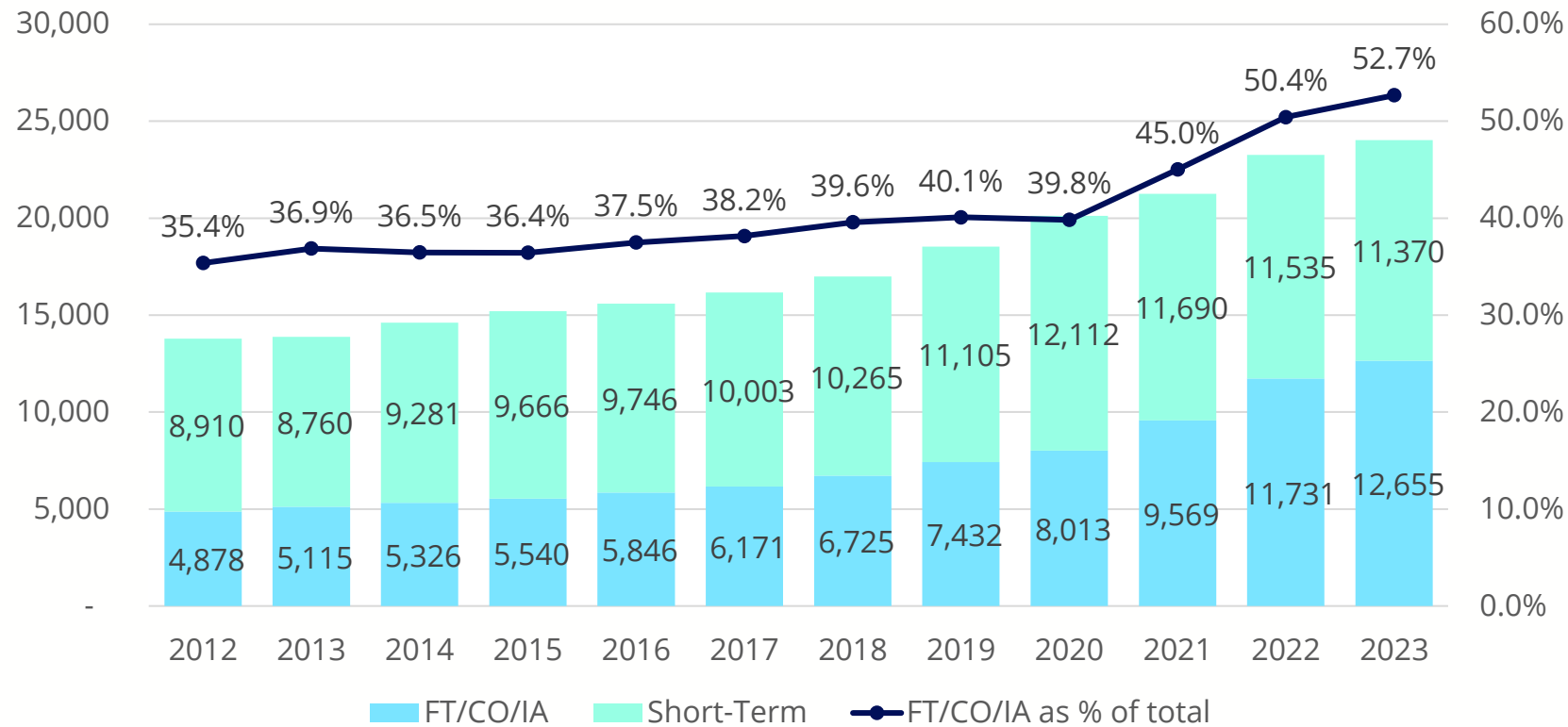


Progress in Funding diversification, mainly IFI

Dependency on earmarked, short-term funding hampering effectiveness

Human Resources

WFP total staff by appointment category 2012–2023



Progress in attracting and retaining talents

Gaps in gender and CCS expertise

Mismatch between profiles and WFP ambitions

Sustainability challenges

Comparative advantage and Strategic Positioning



- Strengthened **partnerships** with Governments, private sector and IFI



- Gaps in **operational coordination with other UN entities**



- WFP global comparative advantage in **emergency response** is widely acknowledged



- Overall **approach to partnering** still mainly transactional



- Comparative advantage in the **changing lives agenda** remains insufficiently clear

Progress towards Strategic Outcomes and Management Results

Limited data availability: 2023 APR

Strategic Outcomes progress still underway

Management results moving on except funding, evidence & learning

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Recommendation 1

Rationale: SP strengths include continuity, alignment to global priorities & openness to unforeseen events.

But - wide palette led to diffused focus. Policy framework & guidance not steered organizational priorities.

Main recommendation

In next Strategic Plan, more clearly set out WFP's strategic vision for the future

- Reaffirm the centrality of humanitarian assistance, building resilience & addressing root causes of food insecurity at the heart of WFP's mission & mandate.
- Clearly define comparative advantages.

Sub-recommendations

- Frame the next SP within a longer-term horizon; and provide a clear statement of WFP's intended contributions to global goals for food security and nutrition within a five-year period.
- Draft a concept paper on WFP comparative advantages for CSP design during the remaining period of the current Strategic Plan.
- Ensure that the next strategic plan includes a clear definition of WFP's core and context-specific comparative advantages.

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Recommendation 2

Rationale: Insufficient elements for country level focalization, prioritization. Need for concentrating resources on high-quality programmes with greatest likelihood of impact. Need for more focused results architecture, with flexible alignment requirements. Need for minimum programme quality standards for cross cutting priority.

Main recommendation

To operationalise the strategic vision:

- Provide a more sharply defined programme framework.
- But leave flexibility for contextual adaptation on the ground.

Sub-recommendations

- Maintain SO1, SO2 and SO3 while framing of SO4 as modality of intervention. Maintain SO5 as separate strategic outcome.
- Relax requirements for CSP alignment to the CRF, focusing on global aggregation of basic food & nutrition outcome indicators. Leave CO full discretion to use additional indicators.
- Frame cross-cutting priorities as minimum standards for programme quality, with appropriate budgeting and resource allocation.

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Recommendation 3

Rationale: Need systems & management approaches that enable WFP to do the right thing at the right time; need new approaches to risk management & partnership.

Main recommendation

Ensure that processes, systems, and incentives for management and staff provide the agility and responsiveness required to be an effective player in an increasingly complex & dynamic context.

Sub-recommendations

- Resolve the current ambiguity between HQs and RBx role in supporting Cos.
- Review CSP design, approval and revision systems to favour strategic focus rather than process. As appropriate, delegate authority & accountability, to the regional level.
- Provide incentives for managers & staff to stimulate innovation, including innovative approaches to partnerships.
- Strengthen evidence generation & knowledge management systems, leveraging WFP experience & results on the ground.
- Continue efforts to attract and retain staff with relevant skills and experience in establishing and nurturing effective partnerships for policy engagement and systems strengthening.

Recommendation 4

Rationale: Funding gaps and a lack of flexible and predictable funding are key factors hindering strategically focused, effective and sustainable interventions at the humanitarian–development–peace nexus.

Main recommendation

WFP should strengthen its efforts to secure predictable and flexible funding.

Sub-recommendations

- Formally engage in a structured dialogue with relevant Member States to discuss ways of ensuring more predictable and flexible funding
- To support efforts in advocating funding, enhance WFPs capacity to document and report good practices and challenges in multi-year programming