



Mid-Term Evaluation of WFP Strategic Plan 2022-2025

November 2024 – EB.2/2024

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

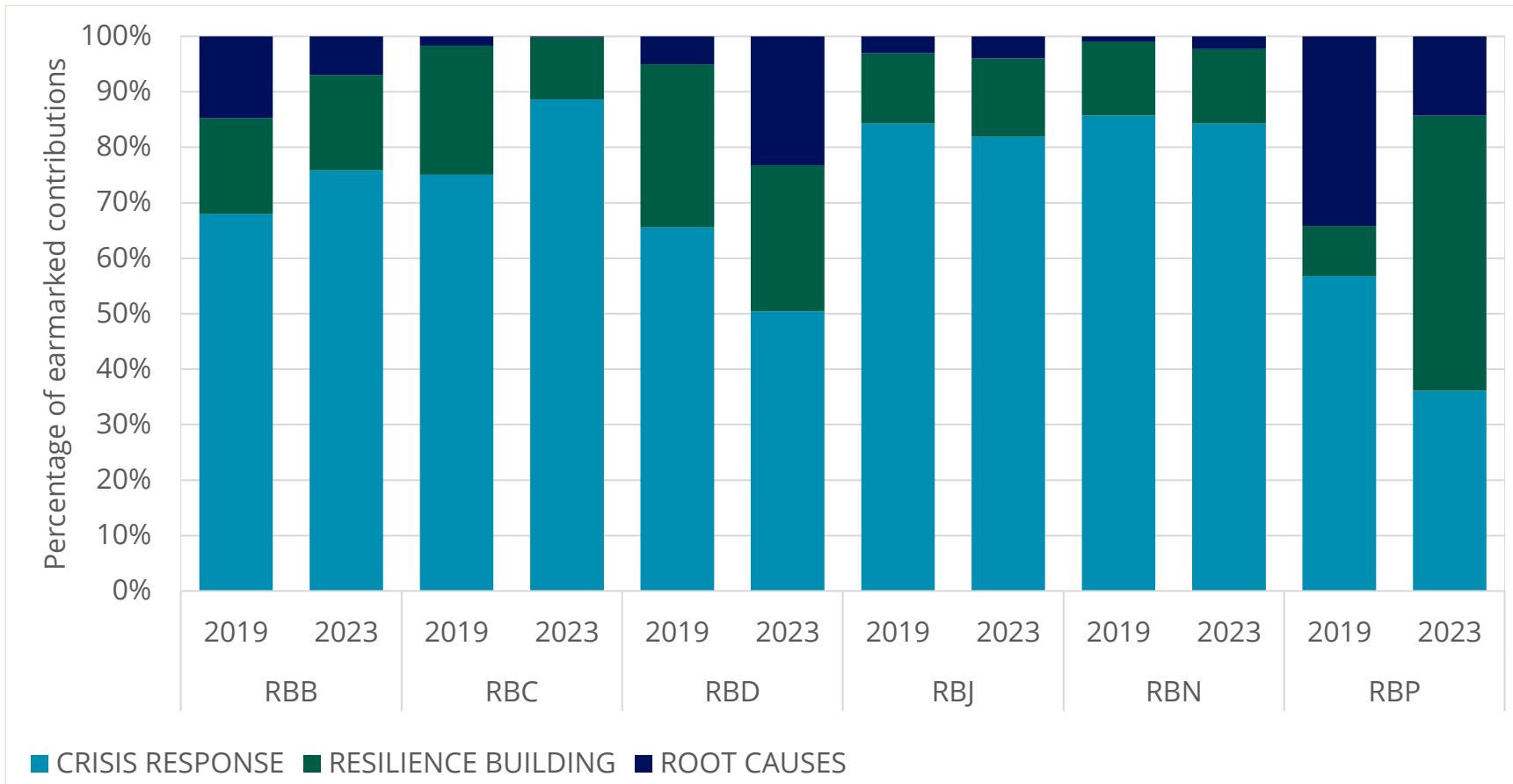
- CSP design & approval
- Budget revision
- Incentives for Innovation
- Knowledge management and use of evidence

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

- Budget structure & Earmarking
- Line of Sight
- Country Office (CO) Programme Management structure

Financial Resources

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

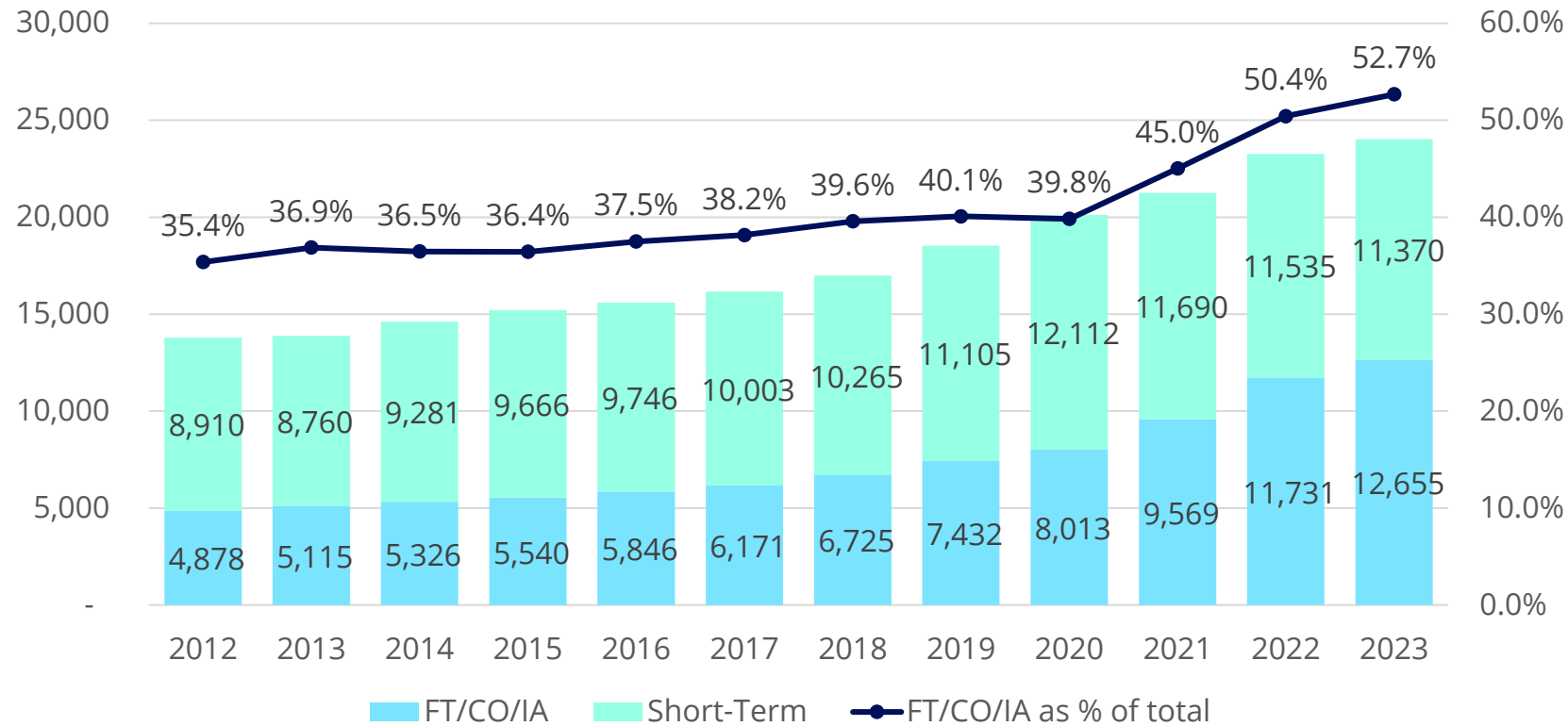


Progress in Funding diversification, mainly International Financial Institutions (IFI)

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 Country Capacity Strengthening (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 Annual Performance Report (APR)

Strategic Outcomes progress still underway

Management results moving on except funding, evidence & learning

Recommendations

1

Clearly set out WFP strategic vision and comparative advantage

2

Provide a more sharply defined programme framework leaving flexibility for contextual adaptation on the ground

3

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

4

Strengthen efforts to secure predictable and flexible funding