



WFP EVALUATION

Evaluation of Ethiopia WFP Country Strategic Plan 2020-2025

April 2025



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Background

- **Rising needs** meant WFP operations expanded – Corporate emergency response activated in March 2021
- **CSP budget increased** – USD 2.6 billion to USD 6.98 billion (May 2023)
- Uncovering of diversion led to **temporary suspension of relief** assistance in June 2023
- CSP strategy linked **short term humanitarian assistance with sustainable long-term interventions**



WFP strategic positioning



WFP areas of intervention **highly relevant to needs** in Ethiopia



Relevant **shift in focus** from southern to northern Ethiopia in response to changing needs – but CSP provided insufficient preparedness levels & strategic guidance



Ambitions for **shift from humanitarian assistance to resilience building** aligned with government vision – but based on overoptimistic assumptions & hindered by limited programme integration



Diverging views of **WFP comparative advantages** – funding not fully aligned to dual-track approach

Progress towards results



Unprecedented levels of assistance to crisis-affected populations broadly effective and helped them meet basic food and nutrition needs



School feeding & nutrition interventions contributed to both crisis response & resilience – but faced challenges



Implementation of **resilience initiatives** fell behind ambitions and results were not well captured



Progress made on advancing **gender equality considerations** and improvements to **accountability to affected people**, but **protection considerations/PSEA** require further enhancement

Challenges



WFP has been confronted with **stark ethical dilemmas** and subject to risk of compromising humanitarian principles



Some implementation arrangements challenged WFP's ability to ensure that assistance reached those most in need without discrimination



Prevailing risks correctly identified, but likelihood & impact underestimated; insufficient measures taken for prevention and mitigation



Monitoring & evaluation evolved, but weaknesses remain & progress towards outcomes insufficiently captured



High-levels of stress, management turnover, and fears about job security negatively affected **staff motivation, productivity and wellness**

Recommendations

1

Identify and explicitly address areas of uncertainty to ensure **strategic direction of next CSP** remains relevant over time

2

Continue shift from “**saving lives**” to “**changing lives**” agenda

3

Ensure a conducive environment for **principled humanitarian responses**

4

Improve **ability to demonstrate results**, in particular, for resilience and cross-cutting areas

5

Accelerate shift from in-kind to cash-based assistance

6

Improve **planning for staffing needs** to ensure agility and continuity in strategic direction