



**WFP EVALUATION**

# Evaluation of Ethiopia WFP Country Strategic Plan 2020–2025

Annual Session of WFP Executive Board – June 2025



World Food Programme

SAVING  
LIVES  
CHANGING  
LIVES

# 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 WFP Country Strategic Plan 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