

**MID-TERM REVIEW OF THE
STRATEGIC PLAN (2014–2017)
(Terms of Reference and Outline)**



Informal Consultation

7 December 2015

World Food Programme
Rome, Italy

TERMS OF REFERENCE OF THE MID-TERM REVIEW

In the Executive Board Bureau meeting of 3 September 2015, discussion was held on the launch of a new Strategic Plan one year ahead of schedule for alignment with the Sustainable Development Goals (SDGs), the outcome of the 2015 Paris Climate Conference, and the 2016 World Humanitarian Summit. Therefore, the mid-term review of the Strategic Plan (2014–2017) (MTR) has also been brought forward and will be presented to the Board at its First Regular Session in February 2016.

The MTR will review the performance of WFP since the launch of the current Strategic Plan, raising a set of high-level considerations for the next Strategic Plan. The MTR will be based on a review of the following literature published during the course of the current Strategic Plan as well as consultations with WFP senior staff:

- i) evaluations reports;
- ii) audit reports;
- iii) annual reports of the Inspector General;
- iv) new policy documents;
- v) Annual Performance Report 2014;
- vi) WFP Management Plan 2015–2017, and key extracts of the Draft Management Plan 2016–2018; and
- vii) other recent publications of WFP.

On occasion, the MTR will go back further in time than 2014 to take a longer-term view on WFP's transition from "food aid" to "food assistance" under its dual humanitarian and development mandate. The MTR will also examine some of the more recent external assessments of WFP, such as Multilateral Organisation Performance Assessment Network (MOPAN) 2013.

OUTLINE OF THE MID-TERM REVIEW

I. The Findings

This section will present the main findings of the MTR.

II. Methodology of the Mid-Term Review

This section will present the methodology used to conduct the MTR.

III. Global Context

This section will present the global context in which WFP operates.

IV. Direction Set by Strategic Plan (2014–2017)

This section will recapitulate the main direction set by the Strategic Plan.

V. Conceptual Framework of WFP

This section will mainly examine WFP's transition from "food aid to food assistance".

VI. Implementation of Strategic Plan (2014–2017)

This section will examine WFP's overall performance during the lifetime of the Strategic Plan based on Annual Performance Report 2014, recent evaluations, and other relevant documents.

VII. Business Model Changes

This section will present the key business model changes currently underway in WFP, such as the increasing use of cash-based transfers (CBT).

VIII. Measuring Results

This section will examine the progress made by WFP in enhancing its results measurement.

IX. Internal Reforms

This section will briefly present the internal reforms undertaken by WFP over the lifetime of the current Strategic Plan, such as those under the Fit-for-Purpose initiative.

X. Cross-Cutting Issues

This section will examine the three cross-cutting issues identified in the Strategic Results Framework, which are Gender, Protection and Accountability to Affected Populations and Partnerships.

XI. Resourcing

This section will briefly present the resourcing and funding structure of WFP.

XII. Consolidated Recommendations