

# Mid-Term Review of Strategic Plan (2014-2017)

## EMERGING FINDINGS

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**World Food Programme**

## Emerging Findings

- **Mandate**
  - Mission Statement, MDGs, Zero Hunger Challenge, Strategic Plan (2014-2017)
  - No clear articulation of how these instruments intersect
  - Mandate sometimes widens as SRF is reached
- **Transition from food aid to food assistance**
  - Strategic Plan (2008-2011): historic shift from food aid to food assistance
  - Annual Evaluation Report 2014: transition is “work in progress”
  - Evaluations, MOPAN: need improved articulation of WFP’s comparative advantage in development assistance
- **WFP does more than feed the world**
  - WFP’s expertise in humanitarian logistics and role in UN Clusters not well communicated to wider public

## Tightening Mandate Throughout Strategic Planning Process

### Example of Strategic Objective 2 and its Respective Goals

<p><b>Strategic Objective 2</b> Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</p>	<p><b>Examples of “Goals” (1) and (2):</b></p> <ol style="list-style-type: none"><li>1) Support and restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance</li><li>2) Assist governments and communities to establish or rebuild livelihoods, connect to markets, and manage food systems</li></ol> <p><b>Example of “Outcome” under the SFR for SO2 Goal(2):</b></p> <ol style="list-style-type: none"><li>2.2) Improved access to assets and/or basic services, including community and market infrastructure</li></ol>
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## Tentative Recommendations

- 1) Tighten WFP's conceptual framework, using the transition towards the SDGs as the opportunity to do so;
- 2) Consolidate the transition from food aid to food assistance and better articulate WFP's comparative advantage in development assistance;
- 3) Better communicate the full scope of WFP's mission, and the critical service it provides to the broader humanitarian community as the Lead Agency of the Logistics and Emergency Telecommunications Clusters.

# Implementation of Strategic Plan (2014-2017)



## Emerging Findings: Overall Performance 2014

**Partnership with 1,100 NGOs**



**Emergency Operations  
Protracted Relief and Recovery Operations  
Development Activities**



**Reaching 80 million of world's poorest**



**82 countries**

# Implementation of Strategic Plan (2014-2017)



## Emerging Findings on Overall Performance; SO1 bulk of operations in 2014

### WFP Operations in 2014 by Strategic Objective

Strategic Objective	Expenditure	Food Distribution	Rations	Beneficiaries
SO1	79%	74%	78%	55%
SO2	7%	9%	8%	15%
SO3	5%	8%	3%	8%
SO4	9%	10%	11%	22%

Source: APR 2014

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## Emerging Findings on Overall Performance; 'Planned vs Actual' in 2014

### Planned vs. Actual Food Distribution (MT)

Strategic Objective	Planned	Actual	Percentage
SO1	2206	2282	103%
SO2	624	268	43%
SO3	440	230	52%
SO4	626	280	45%

Source: APR 2014

# Implementation of Strategic Plan (2014-2017)

## Emerging Findings on Overall Performance; Broader Metric (e.g. nutrition, access to assets)

### Rating of APR 2014

Strategic Objectives	Rating
SO1	Projects have either achieved their target or are on track to achieving their target
SO2	Projects have either achieved their target or are on track to achieving their target
SO3	Insufficient data are available to be able to monitor progress throughout WFP
SO4	Projects have made some progress but desired targets have not been met or progress towards desired targets has been deemed slow

# Implementation of Strategic Plan (2014-2017)



## Emerging Findings on Overall Performance; Achievements as per APR 2014

- **Strategic Objective 1:** success in deploying Cash-Based Transfers in emergency settings; preventing nutritional deterioration; supporting acutely malnourished; promoting access to services and assets; and school feeding
- **Strategic Objective 2:** some use of Cash-Based Transfers in post-emergency settings; evidence of nutritional programming; modest progress in access to assets and services
- **Strategic Objective 3:** success in increasing market opportunities for local, national and regional producers through local purchases; serious gaps in outcome level reporting under this SO; most underfunded of all SOs in 2014
- **Strategic Objective 4:** contribution to reducing malnutrition; improving access to education; results related to improving national capacity inconclusive

# Implementation of Strategic Plan (2014-2017)



## Emerging Findings on Overall Performance; Evaluation Reports

- Synthesis Report of Operation Evaluations (July 2013-July 2014): “confident in traditional strengths” but “organization in transition”
- Synthesis Report of 2014-2015 Operation Evaluations: “WFP’s reorientation from implementer to enabler gaining momentum”
- Country/Regional Evaluations: evidence of persistent resource shortfalls, evidence of relevant WFP interventions aligned to national priorities, evidence of country or regional strategies in need of sharpening

# Implementation of Strategic Plan (2014-2017)



## Emerging Findings; Zoom-in on Emergency Settings

- Several factors enabled WFP to deal with surge in emergencies (e.g.. greater emergency preparedness, advance finance)
- Organization over-extended - would have been unable to cope if all emergencies had erupted same year
- In 2014, 600 staff were redeployed to deal with emergencies at few days notice
- Syria portfolio alone now constitutes to 26% of WFP operations in 2014
- Evidence of strong delivery (APR 2014) and “innovation” in emergency contexts (e.g. mobile Vulnerability Analysis and Mapping; Biometric ID checks)
- 2015 Performance Audit Report calls for series of improvements

# Implementation of Strategic Plan (2014-2017)



## Emerging Findings; Zoom-in on Specific Areas

While these areas cut across dual mandate, are they core building blocks of WFP's development assistance role?

- **Capacity Building and South-South Cooperation**
  - APR 2014, performance “mixed”
  - Synthesis Report of 2014-2015 Operation Evaluations: “significant policy level achievements”, but cautions against piecemeal approaches, confusing capacity development with capacity augmentation, failing to deliver on commitments made at design stage
- **Nutrition**
  - APR 2014, nutrition programming under several SOs
  - Synthesis Report of 2014-2015 Operation Evaluations: nutrition is on a “positive trajectory,” planning was more realistic
  - Summary Evaluation Report of the Nutrition Policy (2012-2014): nutrition programming not scaled up as envisaged by Policy
- **Disaster Risk Reduction, Climate Change and Resilience**
  - Launch of FoodSECuRE in 2014
  - Adoption of new policy on Resilience in 2015, and increased RBA collaboration
  - Food Assistance for Assets (FFA) evaluation, WFP “effective in providing food and employment...built useful assets”

## Emerging Findings; Cost and Reach of Food Assistance

- **Accurate measurement would be a useful tool for decision-making at corporate and national levels, and would facilitate performance assessment**
- **Current challenges in accurate measurement:**
  1. Term “**beneficiary**” is broadly defined
  2. Methodologies still being developed to measure “**indirect beneficiaries**”
  3. Not all “**rations**” are comparable in size or nutritional value
- **Synthesis Report of Operation Evaluations (July 2013-July 2014):** while most outputs over the evaluation period had referred to the number of beneficiaries reached and transfers achieved against plans, “these metrics mask wide variations in type, quality and duration of assistance.”

# Implementation of Strategic Plan (2014-2017)



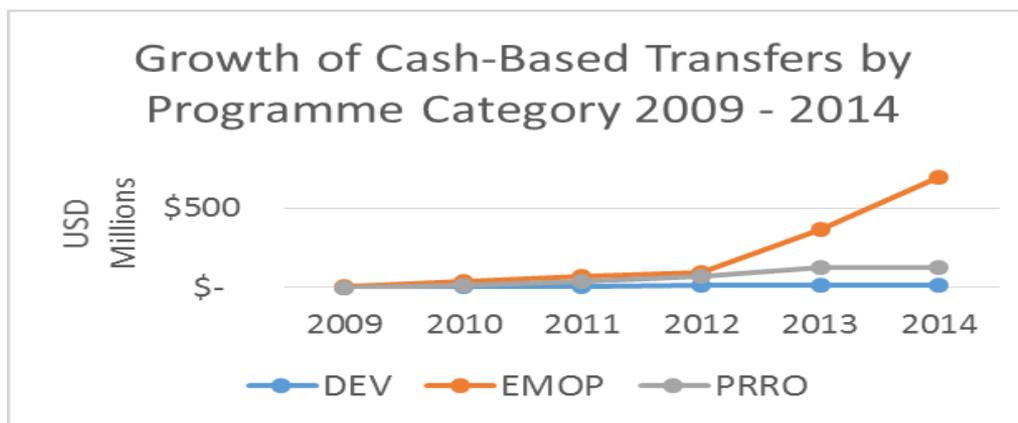
## Tentative Recommendations

- 1) Fine-tune methodologies for the cost and reach of assistance as an aid to performance assessment and decision-making at corporate and national levels;
- 2) Strengthen WFP's core excellence in emergency response and preparedness in light of the unprecedented number of emergencies around the globe;
- 3) Clearly identify the various components of WFP's development assistance role. Take a more holistic approach to WFP's capacity building role by clearly defining the desired final outcome and the requisite technical capacity and resources.

# BUSINESS MODEL CHANGES

## Implications of these changes on structure and functions of WFP?

### Increased Use of Cash-Based Transfers



### Increase in Local Procurement

Each year, WFP procures approximately 2.2 million metric tons of food valued at US\$1.2 billion and in 2014, goods and services procurement was valued at \$575 million. Currently, over 65% of WFP's annual supply chain spending is local.

*Tentative Recommendation: Continue to reflect on implications*

## Improvements underway; further work required

### Observations in APR 2014

- Strategic Objective 1: “outcome level evidence regarding WFP’s performance in supporting emergency preparedness was limited in 2014 because few projects reported sufficient data;”
- Strategic Objective 2: “WFP’s contributions to developing national food security capabilities could not be assessed given limited measurement at project level;”
- Strategic Objective 3: “gaps in outcome-level reporting prevented WFP from assessing overall performance under this objective.”

**2013 MOPAN:** “the WFP’s corporate performance reports do not yet provide a holistic account of the organization’s results achievement, with the evidence base being too narrow to confidently demonstrate outcome-level change.”

**Communicating WFP’s annual achievements to broader public:** currently there is no Annual Report for outside audience

## Tentative Recommendations

- 1) Continue to build the evidence base that would allow more robust and conclusive corporate performance assessment reports;
- 2) Produce a WFP Annual Report – which would be a comprehensive report on a WFP's activities in the preceding year – as a vital communications tool.

## As per Strategic Results Framework (2014-2017)

- **Gender Mainstreaming**
  - Synthesis Report of Operation Evaluations (July 2013-July 2014): gender sensitivity across all operations limited
  - Synthesis Report of 2014-2015 Operation Evaluations: gender results continued to be “mixed”
  - New WFP Gender Policy 2015-2020
- **Protection and Accountability to Affected Populations**
  - June 2014 update to the EB on implementation of policy
  - Important progress being made; APR 2014 strong results
- **Partnerships**
  - New Corporate Partnership Strategy of June 2014, dedicated strategy for NGO partnership being developed
  - Synthesis Report of 2014-2015 Operation Evaluations: partnerships in implementation “generally strong” but room for improvement
  - New private sector partnerships being explored
  - RBA collaboration central and underway

# Other Key Areas of MTR



- **Internal Reforms**

- Continued implementation of key reforms under Fit-for-Purpose
- Human Resources: WFP's People Strategy of 2014
- Two key areas identified in evaluation reports: expanding staff skillset and ability to respond to surge in emergencies - require constant review

- **Resourcing**

- Received unprecedented funding in 2014, but needs outstrip resources
- Lack of flexible, multi-year, funding limits efficiency, partnerships, and ability to fulfil long-term goals
- Financial Framework Review critical to strengthening finance & operations linkage; aligning resources to results

*Tentative Recommendation: Continue to strive for a funding model better adapted to the agreed short and long-term mission of WFP*

**THANK YOU FOR YOUR ATTENTION**

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