



World Food Programme



Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020

SAVING
LIVES
CHANGING
LIVES

WFP Office of Evaluation

Executive Board
November 2020

Q1 To what extent are WFP's strategic position, role and specific contributions based on country priorities and people's needs as well as WFP's strengths?



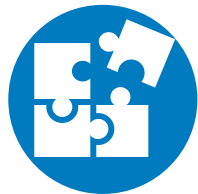
Alignment with national policies, plans and strategies



Focus on selected nutrition specific elements of a multisectoral approach



Insufficient focus on the strategic role of partnerships



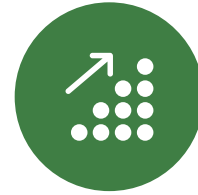
Alignment with United Nations Development Assistance Framework (UNDAF) – but challenges for system-wide approach to engage with the Government and leverage the United Nations' comparative advantages

Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes?



NUTRITION

WFP did not reach **targets** for fortified and specialized nutritious foods



CAPACITY STRENGTHENING

Output indicators focused on **training events and the provision of technical assistance**. Target achievement is mixed



GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Country office generated evidence of nutrition needs of adolescent girls. Further outreach to men and boys is needed



SUSTAINABILITY

Technical and financial challenges for sustainable handover to government

Q3 To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?



Cost-effectiveness increased under the CSP: average cost per beneficiary who recovered from moderate and acute malnutrition was reduced



Geographic targeting of municipalities was correct, but coverage had to be reduced due to insufficient funding



Supplementary feeding activities experienced delays and pipeline breaks

Q4 What are the factors that explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?



Mobilization of adequate, predictable and flexible resources: coverage and continuity in implementation of the CSP



Partnership and collaboration: underfunding, and human resource capacity, of WFP and government counterparts, affected the effectiveness of partnerships

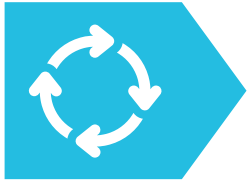


Human resources and staff expertise: lack of funding affected the ability of WFP to fill strategic positions at policy level; rapid turnover and short-term contracts



Results-based management: use of monitoring data was strong while WFP was directly engaged in supplementary feeding but limited in capacity strengthening

Conclusions



The Integrated Road Map, and associated shift from delivery to enabling, takes time and the country office is still at an early transitional stage



The CSP focus was relevant to the country's priorities and people's needs but some fundamental assumptions did not hold true



Severe underfunding has been a dominant influence on performance



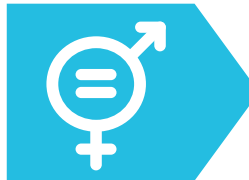
Conclusions



Geographical targeting was appropriate and supplementary feeding was more cost-effective than prior to the CSP, but lack of adequate and regular funding caused pipeline breaks and affected coverage



Adequate staffing and effective partnership building were constrained by lack of financial resources. Not all partnership commitments between the government and the country office could be converted into practical action



Positive steps have been taken to address the specific needs of women and girls, but more can be done to fully achieve gender-transformative results and nutritional outcomes



Recommendations

- 1 Ensure a threshold of sustainable and predictable funding
- 2 Strengthen CSP implementation through partnerships
- 3 Focus on technical advisory and capacity-strengthening contributions that build on WFP strengths
- 4 Reappraise and reinforce approach and methods for capacity-strengthening