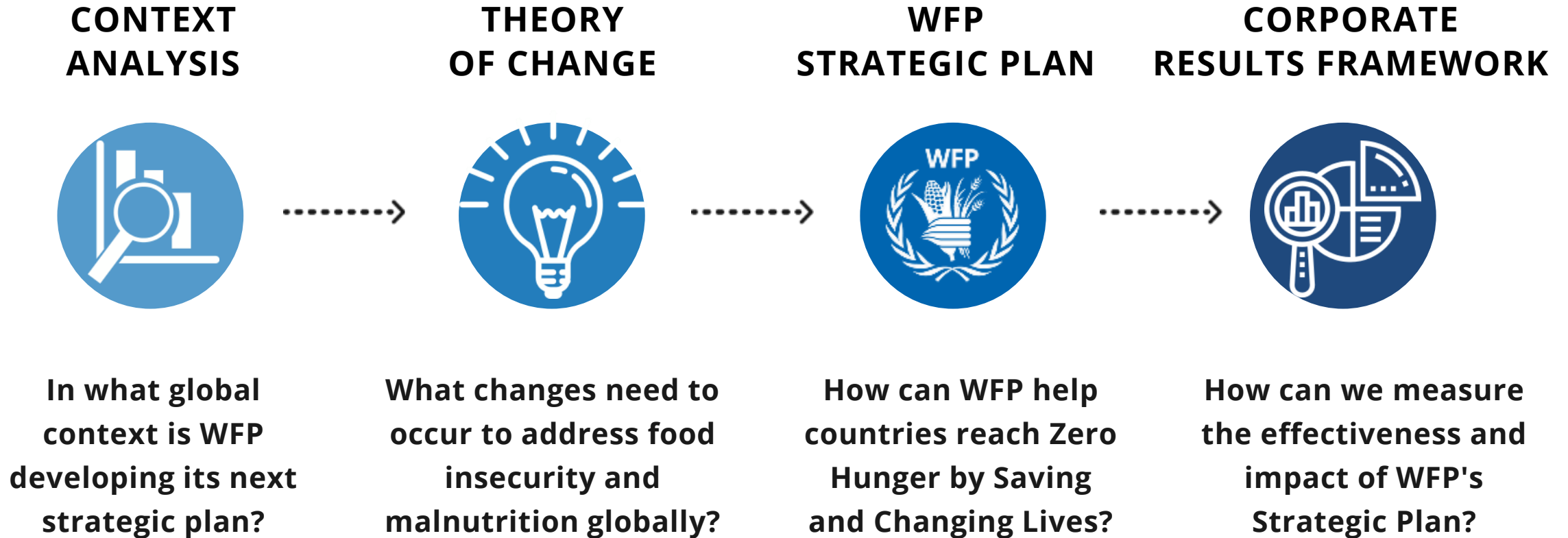




WFP Strategic Plan - Context Analysis

Second Workshop – 16th December 2020


WFP Strategic Plan: Overarching Approach



From Context Analysis ... to Theory of Change




External



How has the world changed since 2016 and the development of the last Strategic Plan?

Internal



How has WFP evolved since then, both in terms of capabilities and achievements?




What changes need to occur?



How can WFP contribute?

The World Today

Poverty increases for the first time since 1998


- **Global extreme poverty rate:**
 - Substantial decline from 2005 to 2015 (from **20.9%** to **10.1%**)
 - Slow decrease from 2015 to 2019 (from **10.1%** to **8.4%**)
- **COVID-19** could push **150 M** people **into extreme poverty by the end of 2021** 

Inequalities are growing and changing in nature


- Estimated **outcomes in 2020 for 100 children born in 2000** in countries with
 - **low human development**
 - **3** in higher education
 - **80** not in higher education
 - **17** died before age 20
 - **very high human development**
 - **55** in higher education
 - **44** not in higher education
 - **1** died before age 20

Hunger is on the rise

Chronic hunger:

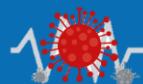
- From **653 M** in **2015** to **688 M** in **2019 (+35 M)**
- **83-132 M** people could be added by **COVID-19 in 2020** 

Acute hunger:

- From **80 M** in **2015** to **135 M** in **2019 (+55 M)**
- **270 M** due to **COVID-19 in 2020/21** 

Nutrition targets will not be met with current trends

- Only the 2025 target for **exclusive breastfeeding is on track** to be achieved
- **Childhood overweight and adult obesity trends need to be reversed**



COVID-19 as a compounding shock

The World Today

COVID-19 exacerbates an already alarming situation

4.4%

estimated **contraction of the world economy** in 2020

14.5%

projected **reduction in remittance flows** to low- and middle-income countries in 2020 - 2021

94%

of global **work force** under some level of **workplace closure**

\$19 trillion

stimulus from governments and central banks to help countries recover

The World Today

COVID-19 adds fuel to a looming debt crisis

USD 8.1 trillion

Total external debt of **low- and middle-income countries** in 2019

USD 744 billion

Total external debt of **countries eligible for the Debt Service Suspension Initiative (DSSI)** in 2019

Almost 1/2

of all low-income countries were already in **debt distress** or at a high risk of it in 2019

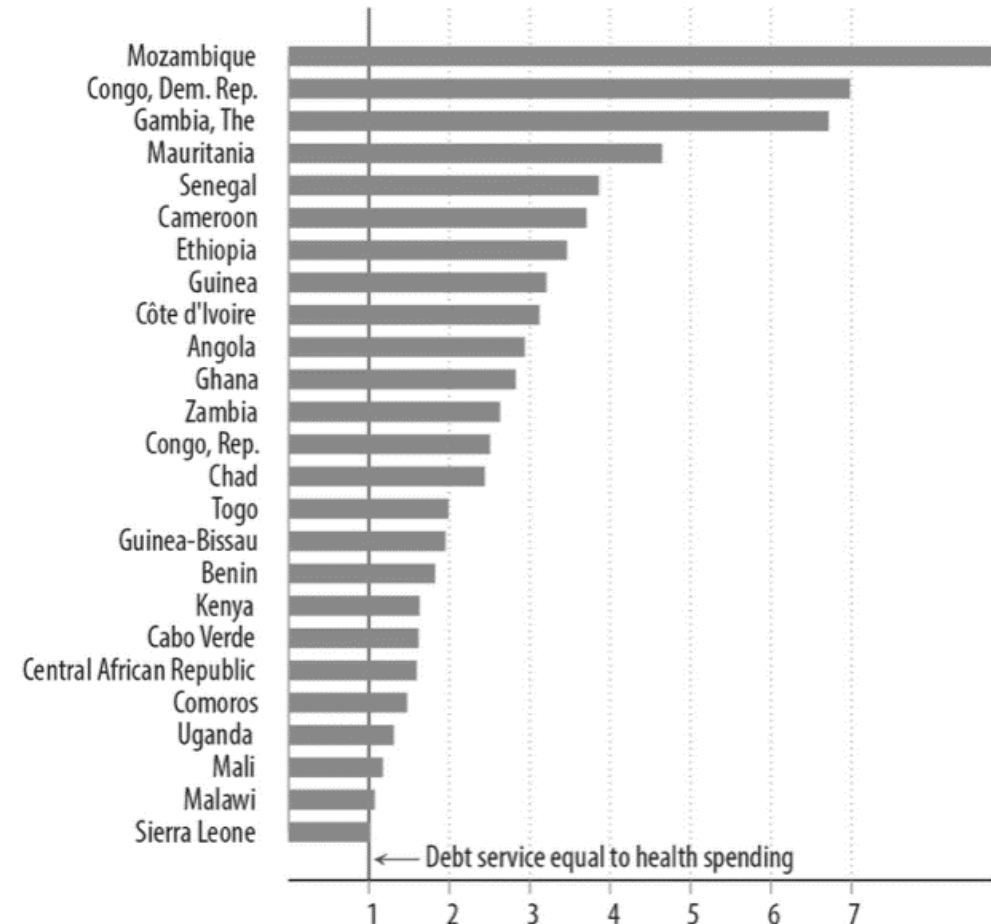
42 out of 73

Countries covered by the DSSI are scheduled to spend **more on debt repayments than on health** in 2020

USD 5 billion

Relief delivered by the DSSI to more than 40 eligible countries since May 1, 2020

Debt service as a multiple of government spending on health



Main drivers of hunger 2016 – 2020



1

Conflict

79.5 million

forcibly displaced people worldwide at the end of 2019

60%

of chronically food insecure live in countries affected by conflict



2

**Extreme
Weather Events
and Climate
Change**

51 low- and middle-income countries
experienced early or delayed onset of seasons

x2

Number of extreme events has doubled since the early 1990s



3

**Economic
Slowdown or
Downturns**

65 out of 77

countries with increasing hunger numbers experienced economic
slowdowns in 2017

Other Global Trends



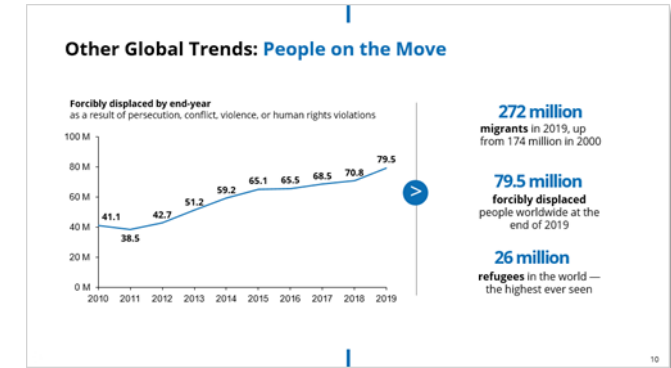
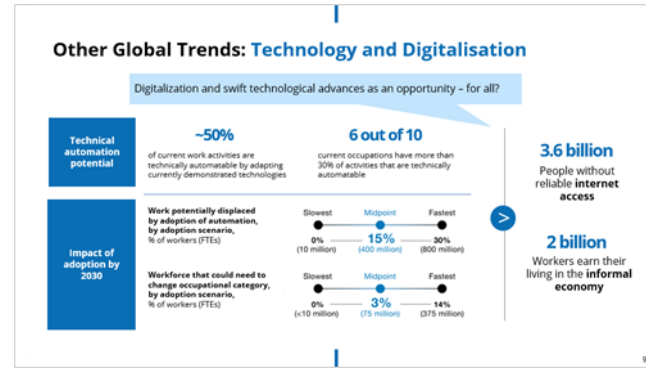
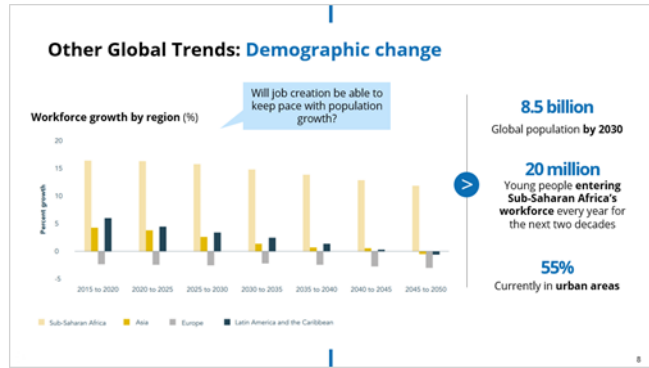
Demographic Change



Technology and Digitalisation

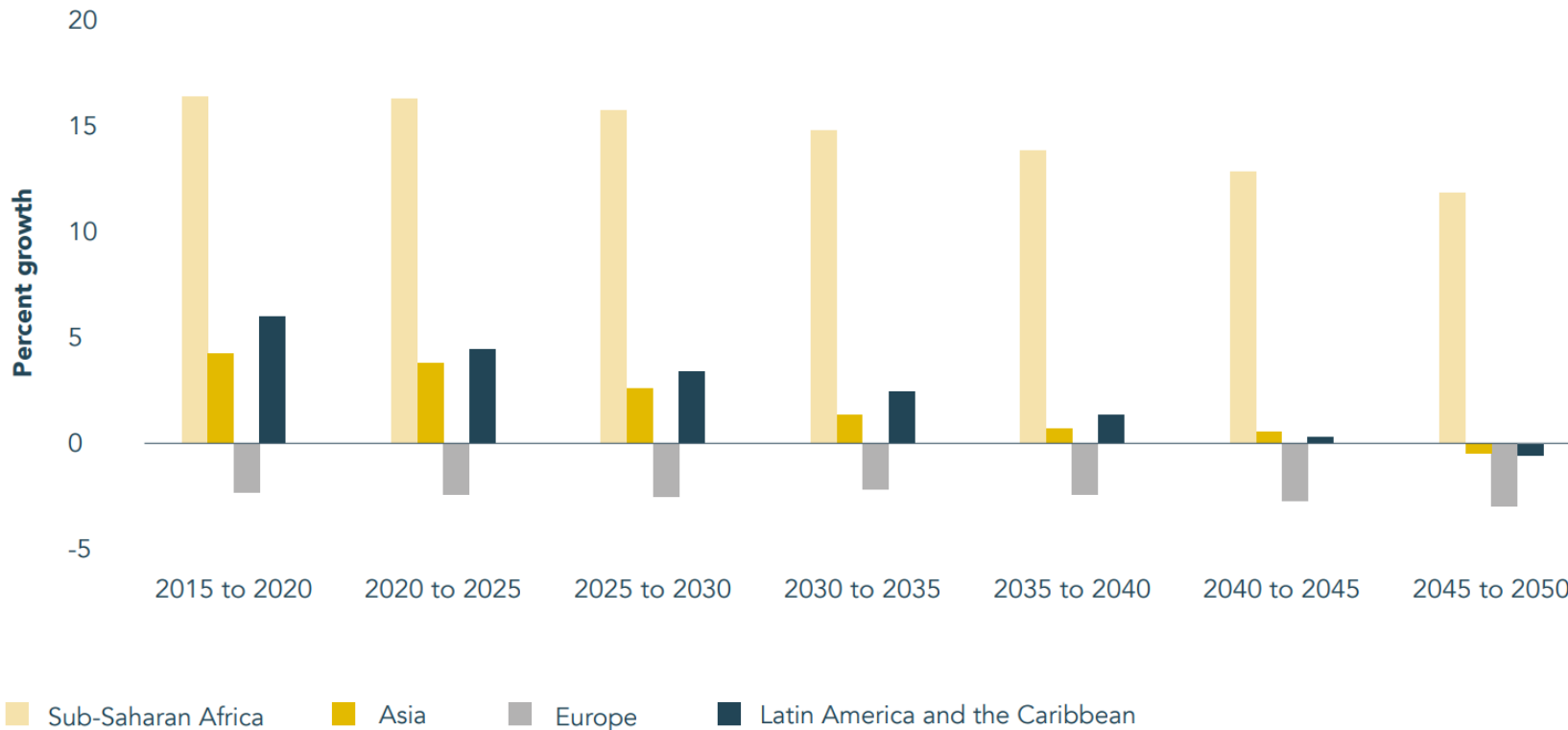


People on the Move



Other Global Trends: Demographic Change

Workforce growth by region (%)



Will job creation be able to keep pace with population growth?



8.5 billion
Global population **by 2030**

20 million
Young people **entering Sub-Saharan Africa's workforce** every year for the next two decades

55%
Currently in **urban areas**

Other Global Trends: Technology and Digitalisation

Digitalization and swift technological advances as an opportunity – for all?

Technical automation potential

~50 %

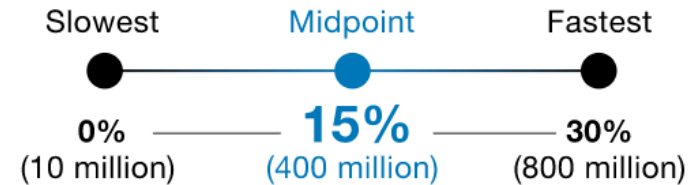
of current work activities are technically automatable by adapting currently demonstrated technologies

6 out of 10

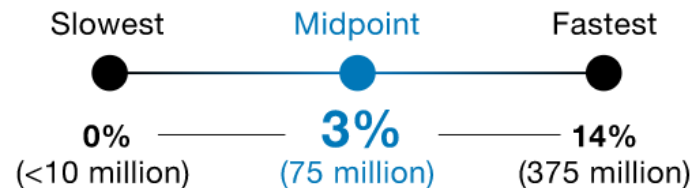
current occupations have more than 30% of activities that are technically automatable

Impact of adoption by 2030

Work potentially displaced by adoption of automation, by adoption scenario, % of workers (FTEs)



Workforce that could need to change occupational category, by adoption scenario, % of workers (FTEs)



3.6 billion

People without reliable **internet access**

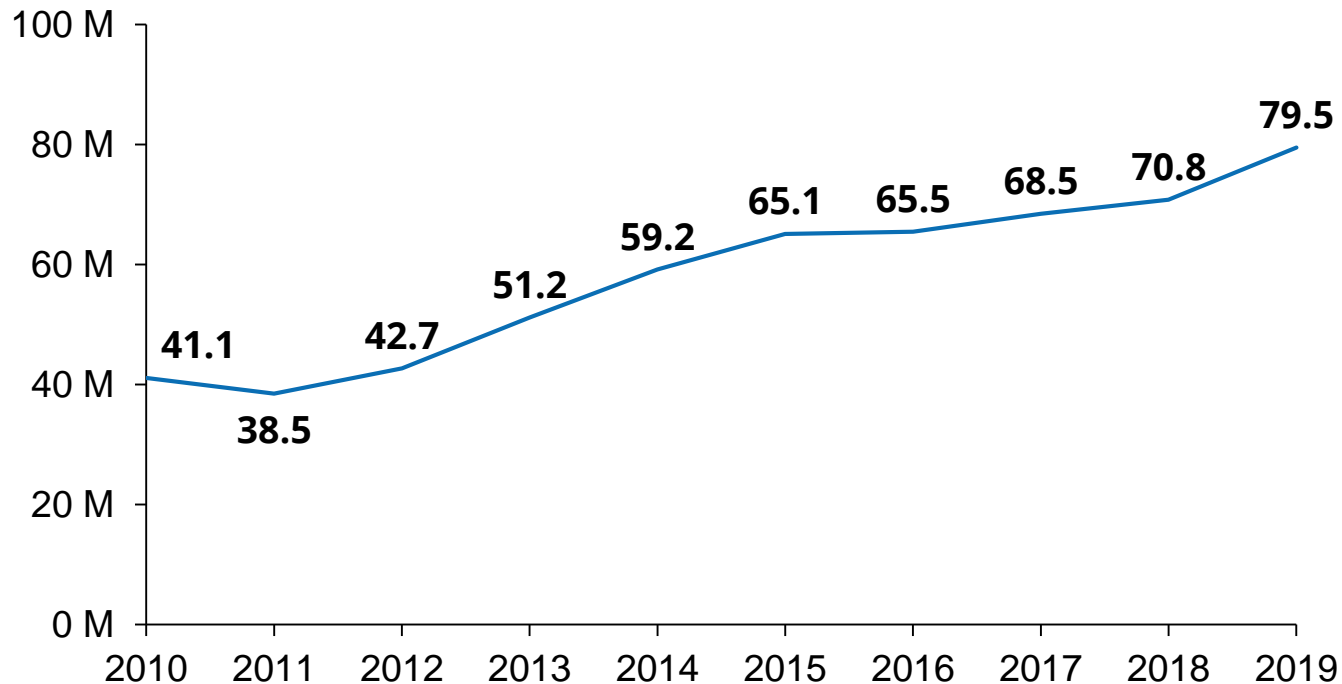
2 billion

Workers earn their living in the **informal economy**

Other Global Trends: People on the Move

Forcibly displaced by end-year

as a result of persecution, conflict, violence, or human rights violations



272 million

migrants in 2019, up from 174 million in 2000

79.5 million

forcibly displaced people worldwide at the end of 2019

26 million

refugees in the world — the highest ever seen

Challenges to end hunger through four development dimensions





Challenges to end hunger through four development dimensions

1

Essential needs

- Ensure people's **ability to meet essential needs**

Needs are interlinked:
To achieve Zero Hunger, needs have to be addressed
holistically



1.3 billion

people live in
**multidimensional
poverty**

45%

of people have **access to
one** social protection
benefit



Challenges to end hunger through four development dimensions

2

Human Capital

- Enable people to **reach their full potential**

Education

250+
million

children are **out of** primary or secondary **school**

73
million

primary schoolchildren in low-income countries **go to school hungry**

Nutrition

1 in 7

live births suffered from **low birthweight** in 2015

144
million

children under 5 are affected by **stunting**

Women Empowerment

47%

of the **labour force** in the agricultural sector is formed by **women**



Challenges to end hunger through four development dimensions

4

Food systems sustainability

- Access **safe, nutritious and affordable food**

Current Food system is responsible for around **21–37%** of **total greenhouse gas emissions**

Food System

Production and distribution

Final consumer access & demand

Key challenges

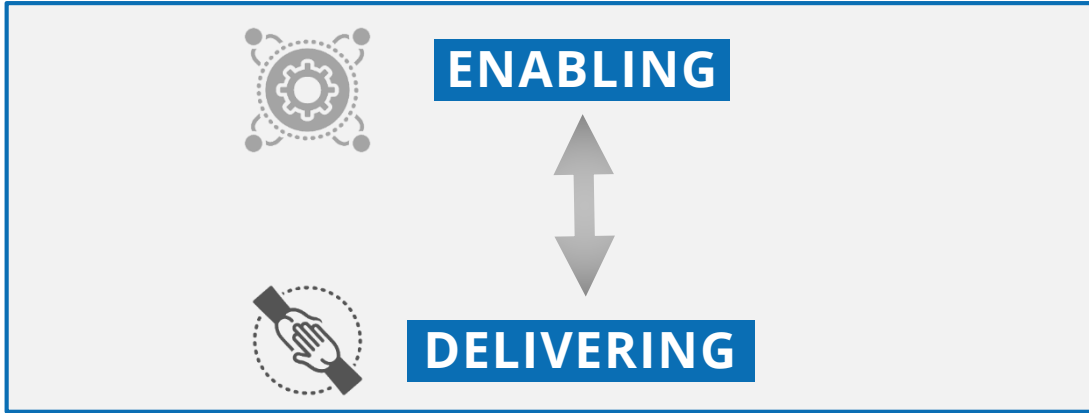
- **14%** of the **world's food is lost from post-harvest** up to (but not including) the retail level
- Over **3 billion** people **cannot afford a healthy diet**
- **1.5 billion** people **cannot even afford a diet** that meets the required levels of **essential nutrients**
- **Healthy diets** cost almost **5 times** as much as diets that meet only the dietary energy needs through a starchy staple

WFP's interventions can be depicted along two axes

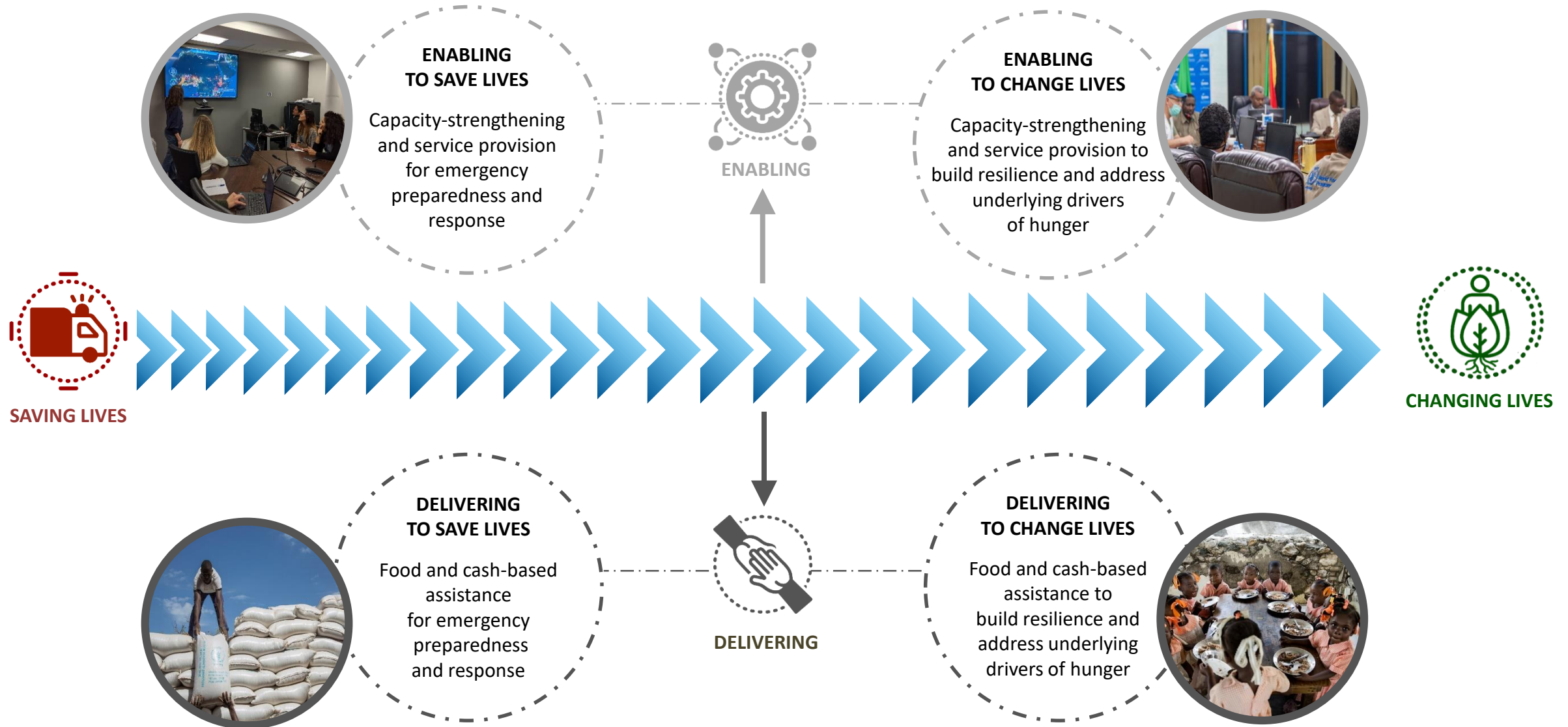


From Saving Lives to Changing Lives ...

... through Delivering and Enabling

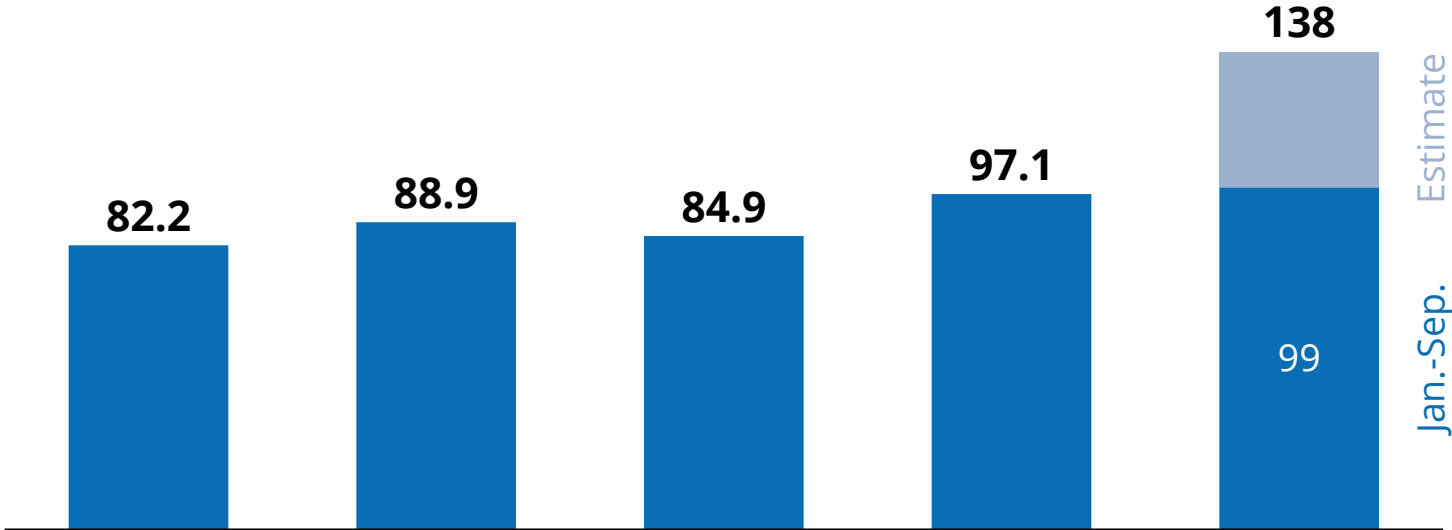


WFP's interventions span across the two axes, simultaneously Delivering and Enabling with the dual objective of Saving Lives and Changing Lives



Since the last Strategic Plan, WFP increased the number of people reached from 82.2 M in 2016 to 97.1M in 2019

People assisted (in million)



Equivalent daily rations

2016 2017 2018 2019 2020*

13 bn 15 bn 15 bn 23.9 bn

Cost per ration

.34 USD .27 USD .46 USD .61 USD

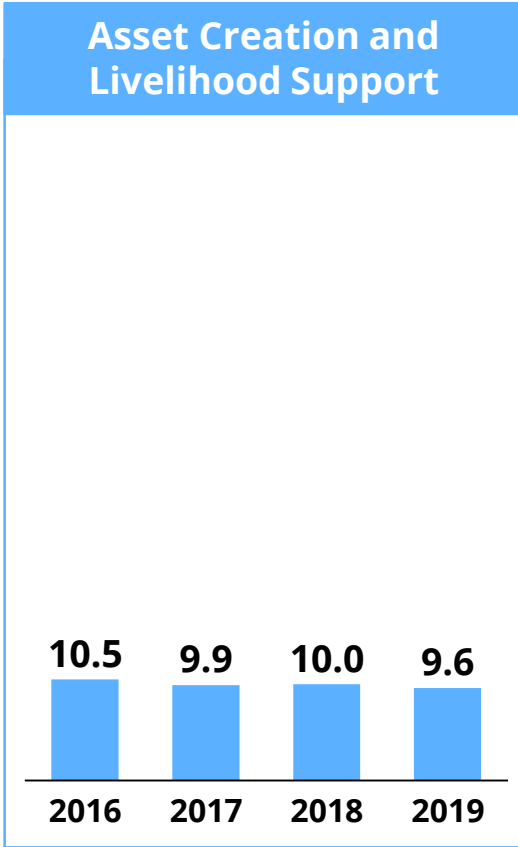
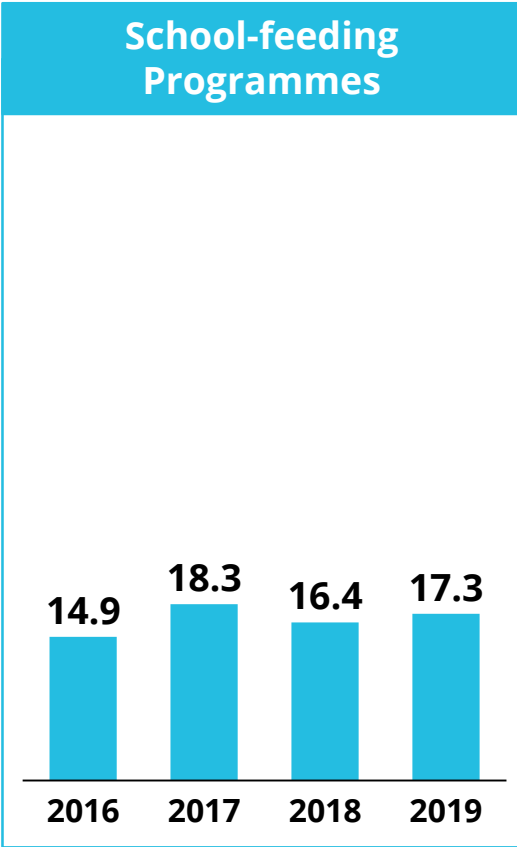
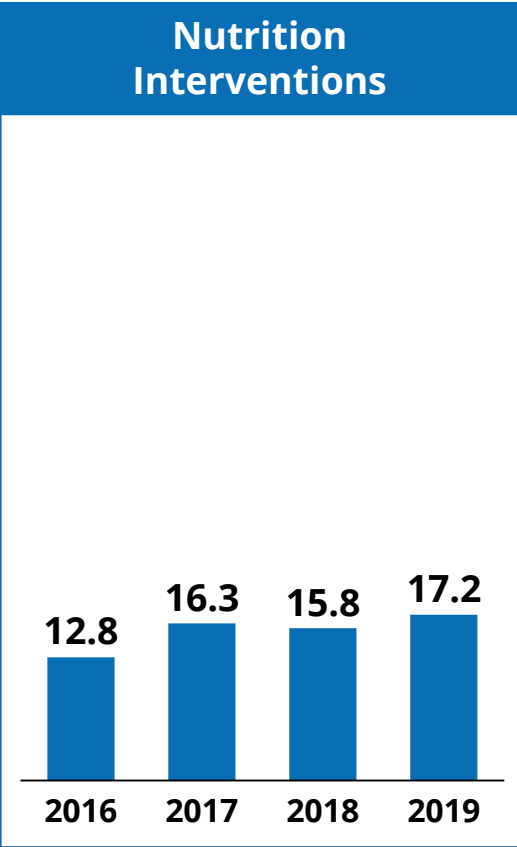
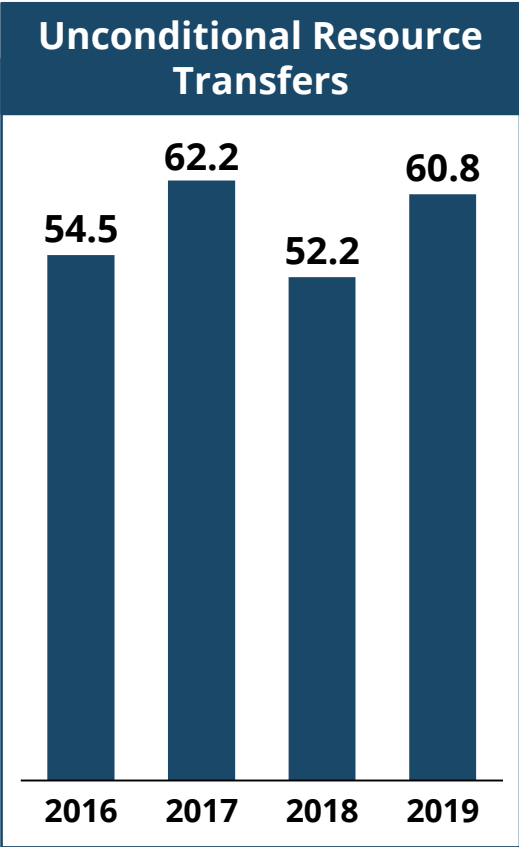
Number of rations (per person/year)

158 169 177 246

*Estimate

While emergencies remained WFP's focus, WFP has also stepped up its other types of interventions

People reached (in million)

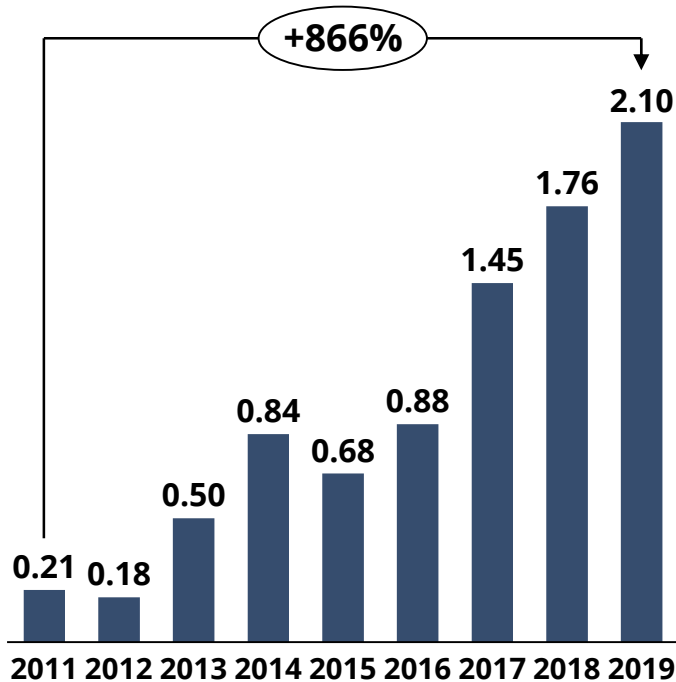


In recent years, WFP has been reaching more people with increasingly diversified transfer modalities

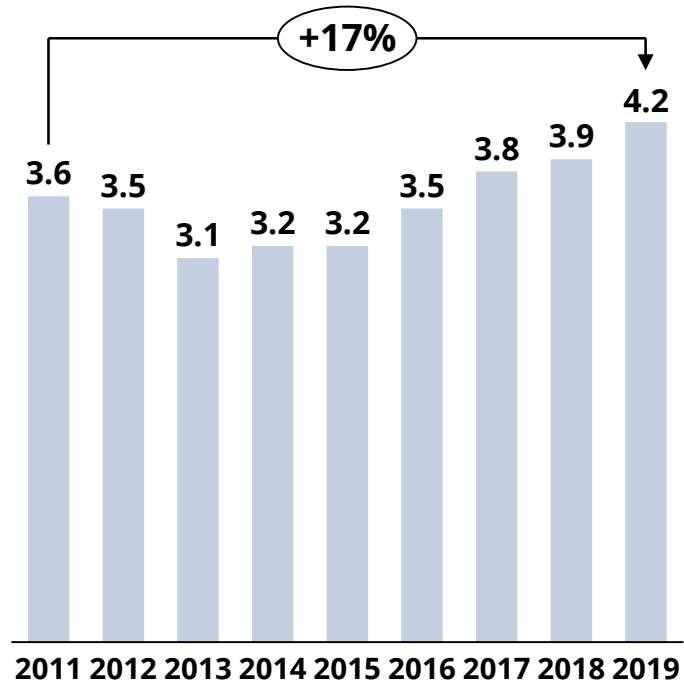


DELIVERING

Cash-Based Transfers (CBT) in USD billion

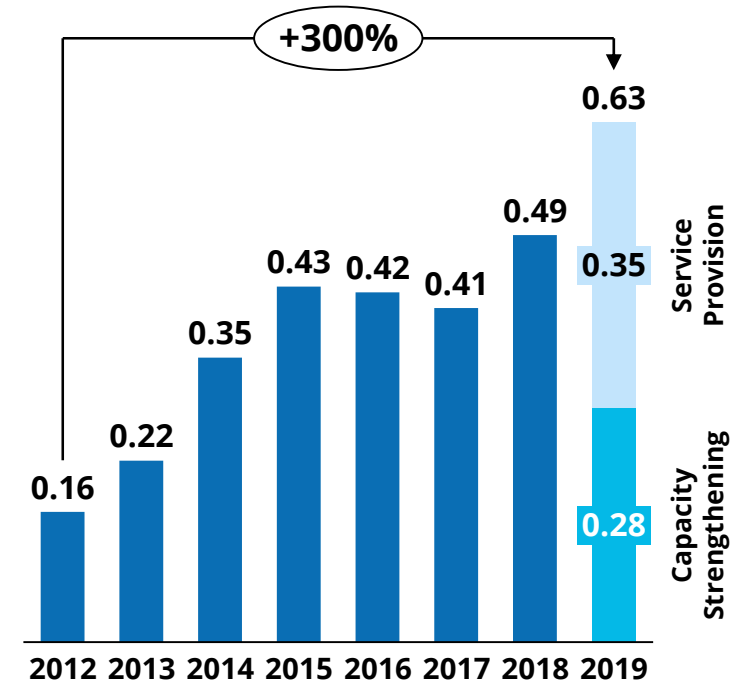


Food Transfers in million metric Tons

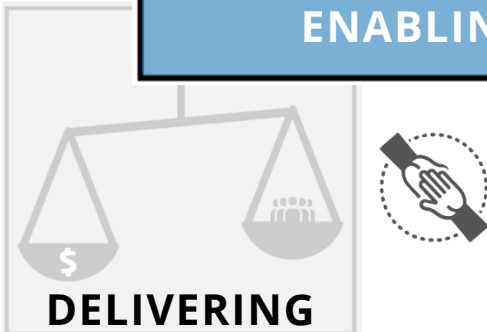
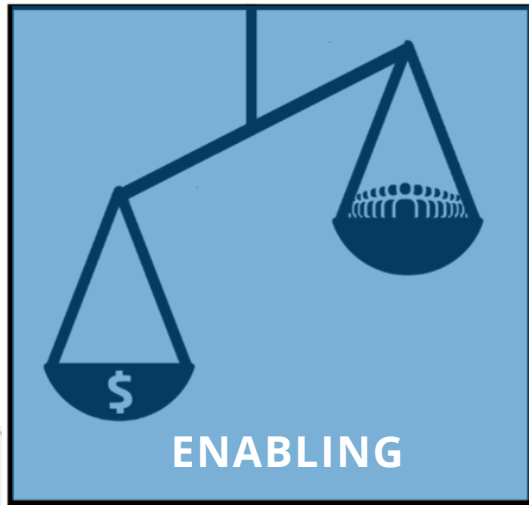


ENABLING

Capacity Strengthening and Service Provision in USD billion



'Enabling' demonstrates a high return on investment (RoI)



 **INDIA**

- Strengthened **government's safety nets** and provided **technical support**
- **200 M beneficiaries** indirectly impacted at an average annual cost of USD 4 M for WFP

 **MALAWI**

- Fostered **linkages** between the **national social system** and the **humanitarian sector**
- **38% more food insecure people reached** during the 2019/20 lean season

 **PERU**

- Supported introduction of **fortified rice in the national school feeding programme**
- **130 rice millers produced 12,500 MT of fortified rice** distributed to **2 M children**

 **HAITI**

- Supported development of first **national social protection policy**
- **USD 75 M from IFIs to the Government of Haiti** for social policy implementation

 **NEPAL**

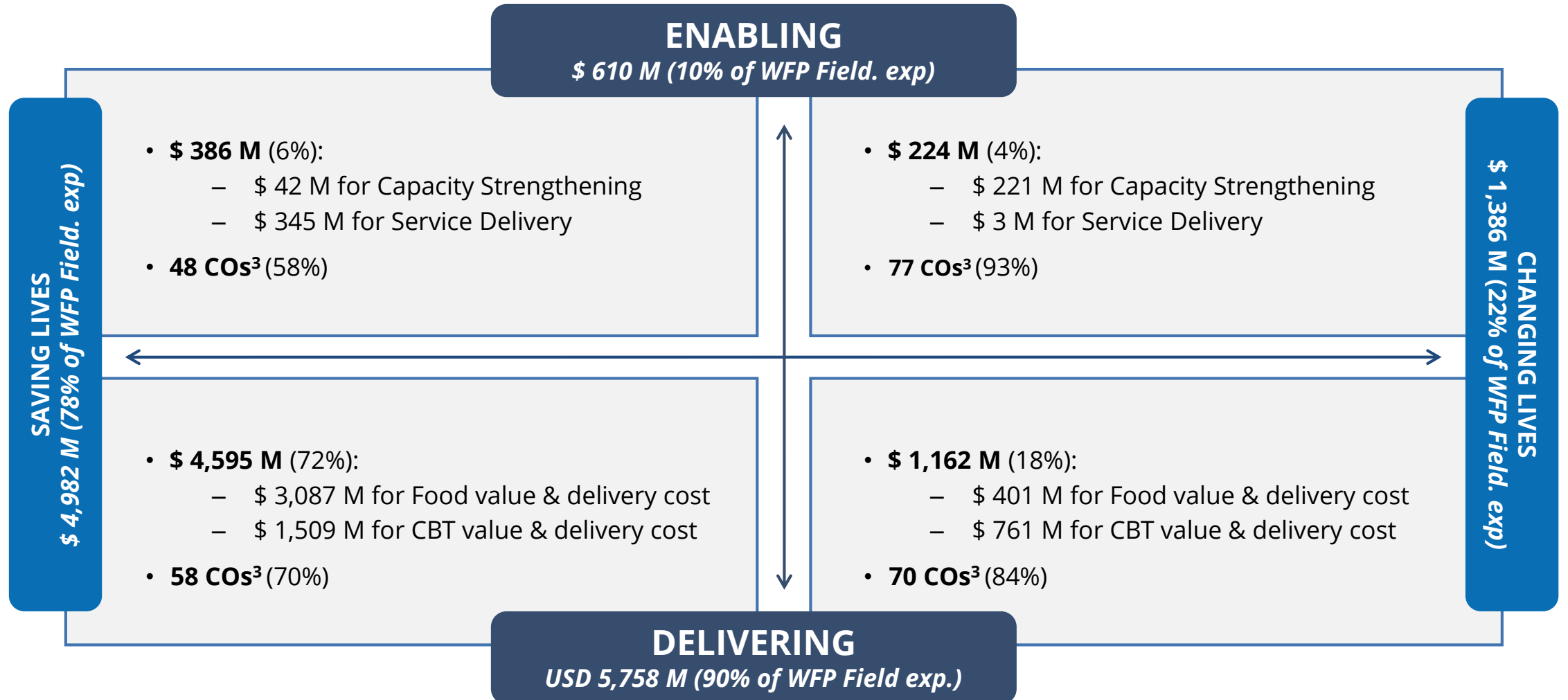
- **WFP embedded its school feeding programme in Nepal's national system**
- **2.8 M children reached by school feeding programme in 2020** (from 0.3 M in 2017)

 **PHILIPPINES**

- Supported government to proactively plan for **typhoons with emergency preparedness**
- **14-day reduction in response time**; saving of \$ 0.5 for each dollar invested

WFP's Interventions through two axes

WFP Field expenditure (excluding DSC¹ and Implementation) by focus area² in 2019



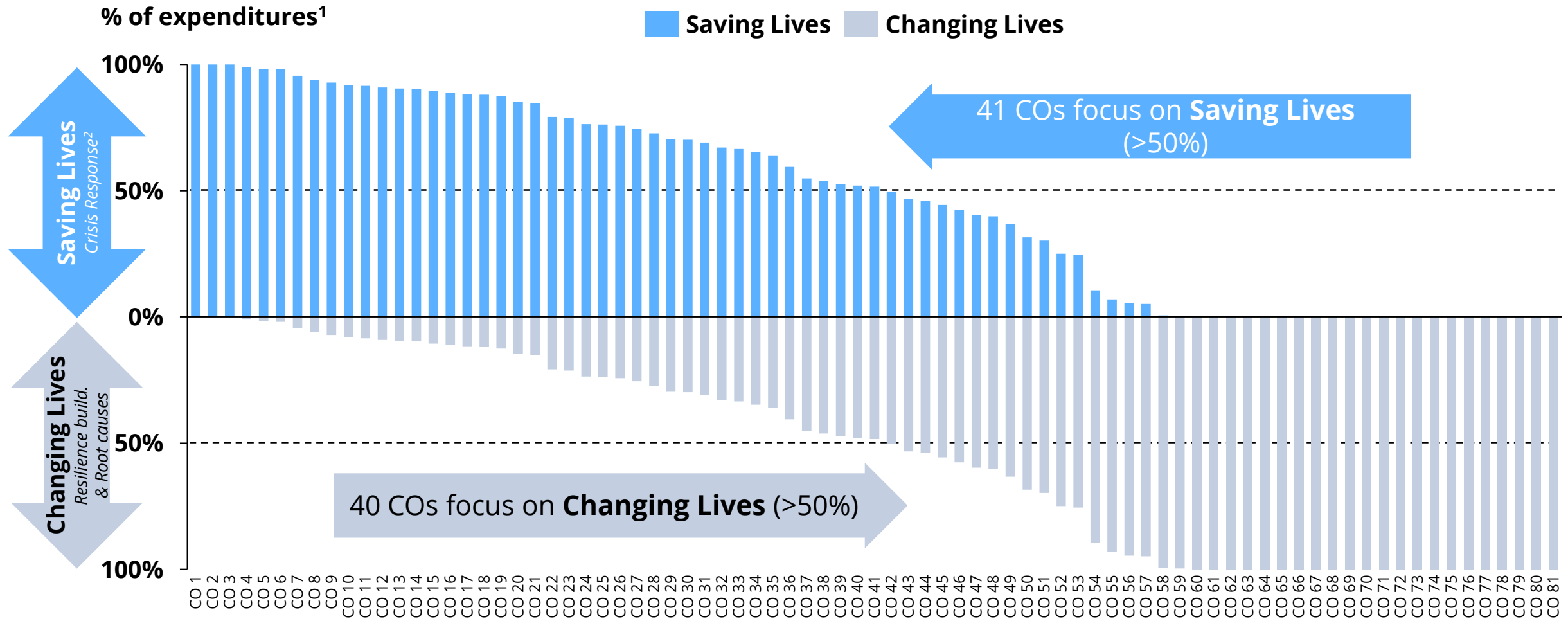
Note: Not including Implementation (IMP) which represents \$ 471 M in 2019 for CO and RB

1. DSC - Direct Support Costs; 2. "Trust Funds" not included as they account for <1% of field exp.;

"SOP" included under Crisis Response; 3. Have been excluded from the count RBs and

countries with no COs Source: WINGS data, excluding special accounts

WFP COs distribution across Saving Lives and Changing Lives



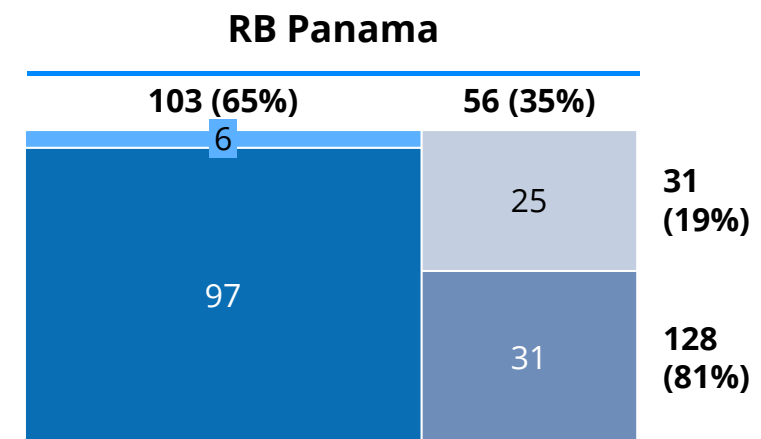
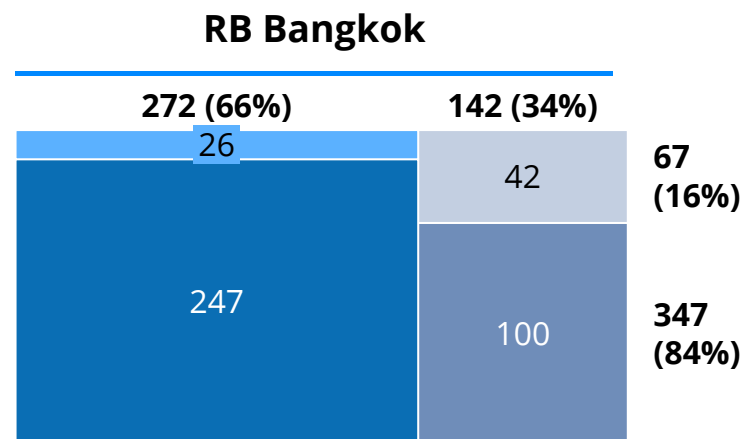
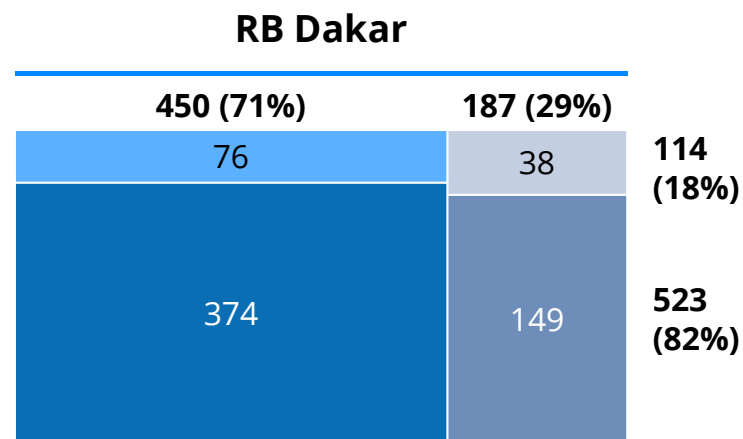
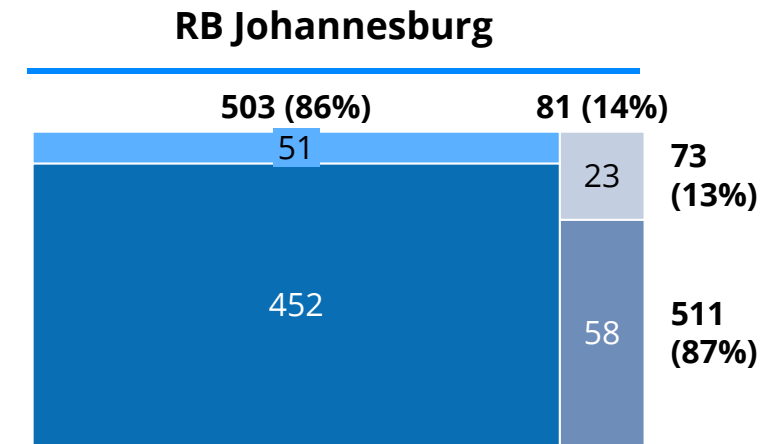
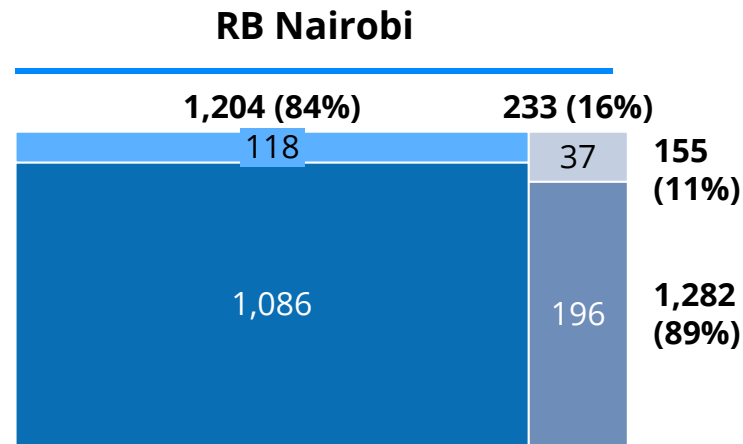
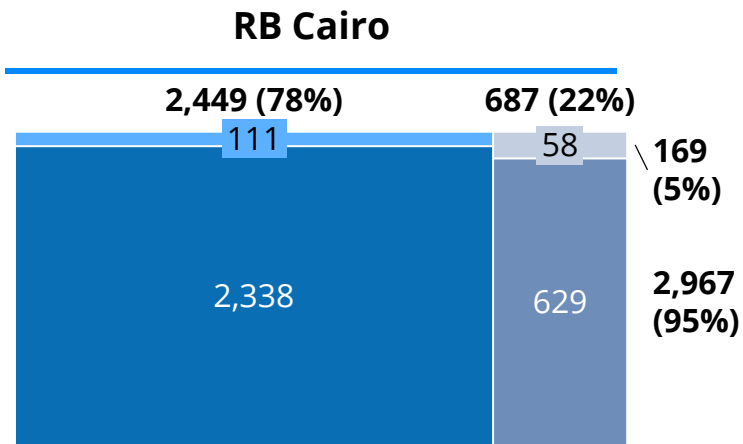
Source: WINGS data, excluding special accounts

1. Not including Direct Support Costs (DSC) and "Trust Funds" 2. "SOP" under Crisis Response
 Note: Panama and Eritrea have only DSC expenditure, hence are not present on this graph
 Note: Not included countries that are not classified as a CO

WFP's interventions by region through four dimensions

WFP Field expenditure (excluding DSC¹ and Implementation) by dimension² by region
Expenditures in USD M (as % of total exp.) in 2019

Saving Lives/ Enabling	Changing Lives/ Enabling
Saving Lives/ Delivering	Changing Lives/ Delivering



Source: WINGS data, excluding special accounts

Note: Percentages may not total 100 due to rounding ; Not including Implementation (IMP) which represents \$ 471 M in 2019 for CO and RB
1. DSC - Direct Support Costs; 2."Trust Funds" not included as they account for <1% of field exp.; "SOP" included under Crisis Response

WFP's programmatic areas (1/2)

Unconditional Resource Transfers

- **67% of in kind** and **78% of CBT** assistance to world's largest emergencies (2019)
- **287k mt of SNFs** distributed globally in 2019 (compared to 210k mt in 2013)
- **59%** of total assistance provided as CBT (unrestricted cash) in 2019
- **USD8.6B** injected in the economies of **75** countries through WFP's cash transfers (2009-2019)

Nutrition interventions

- Nutrition-specific interventions (2019):
 - **9.4 M** acute malnutrition treatment; **5.7 M** prevention
 - **1.8 M** stunting prevention
 - **0.6 M** micronutrient deficiency prevention
- Social behaviour change and communication (SBCC):
 - **6.6 M** people reached through interpersonal approaches/messages (2019)
 - **8 M** people reached using media in 2019 (+180% increase vs 2018)

School Feeding

- **USD400-600 M invested** by WFP in school health and nutrition annually
- **80%** WFP-supported countries have a school feeding policy, law or strategy in 2019 (20% in 2013)
- **107 M** children receiving school meals in WFP-supported countries in 2019 (69 M in 2013)
- **78%** of government funding for school feeding in 2020 (68% in 2013)

Asset Creation and Livelihood Support

- **1.5 M hectares** of land rehabilitated and **79,000 km** of roads, built or repaired (2014-2019)
- **> 53,000** ponds, wells or reservoirs worldwide constructed or restored (2014-2019)
- **Approx. 1/3 or 3 M** of FFA beneficiaries assisted each year with emergency recovery support

WFP's Programmatic areas (2/2)

Smallholder agricultural market support

- **712k** smallholder farmers, including women, assisted by WFP (2019)
- **200k** farmers have strengthened production capacity in 31 countries (2019)
- **42k+** people benefitted from access to energy equipment for productive uses (2019)
- **USD 30 M+** mobilized in smallholder crop sales with 65 local private sector players involved (since 2015)

Social Protection

- **90% of CSPs** include specific social protection activities and/or outcomes
- **33** countries supported in delivery of CBT through social protection programme for COVID-19 response
- **200 M** people accessed fortified rice through government-led social safety nets (2019)

Climate Adaptation & Risk Management

- **2.2 M smallholders** accessed micro and sovereign insurance policies through WFP (2020)
- **+93,000 farmers** reached with the R4 Rural Resilience Initiative (2019/20)
- In **17 countries** WFP led the development of Forecast-based financing (FbF)
- **USD 103 M** of multilateral climate funds accessed by 12 countries with WFP support (2016/20)

Emergency Preparedness

- **20%** of WFP's disaster risk reduction work embedded in context of emergency operations
- **85-100%** of all food distributed in South Sudan, Southern Africa and Yemen procured with GCMF
- Global Commodity Management Facility (GCMF) pre-positions food in advance, cutting delivery times

Common Services

- **32k MT** of supplies delivery facilitated by the Logistics Cluster with 715 partners worldwide (2019)
- **35** emergencies responded by ETC since its establishment
- **100+** deployed staff by the FSC team in 30+ countries, enhancing cooperation & partnerships
- **404k** passengers and **3,2k MT** of cargo transported by UNHAS (2019)
- **USD 59.5 M** in goods dispatched by UNHRD, reaching 84 countries and serving 42 partners (2019)

WFP's Cross cutting themes

Protection

WFP endeavours to implement food assistance activities that reduce protection risks faced by crisis-affected populations receiving assistance and **contribute to the safety, dignity, and integrity of vulnerable people**

Gender

WFP is **committed to pursuing and strengthening gender-transformative strategies** to realize a world of zero hunger recognizing the importance of gender equality and women's empowerment

Conflict and Peace

WFP **aspires to bettering conditions for peace in conflict-affected areas** and seeks to prevent the use of hunger as a weapon of war and conflict

Environmental and Social Sustainability

WFP's contribution to the 2030 Agenda and 'Zero Hunger' depends on **its commitment to apply the highest environmental and social standards**

Digital Transformation

WFP **aims to harness the potential of technology to strengthen programme's impacts,** by enhancing **inclusion, accountability and assurance**

Rome-based agencies (RBA) collaboration



Global level

- **Memorandum of Understanding (MoU)** signed in 2018
 - 3 RBAs' commitment to work towards SGD 2's outcomes
 - 2-year action plan (2019-20) with main provisions of MoU
- Collaboration on **corporate services**
 - Security, corporate procurement, HR, health services and IT



Regional / Country level

- Focus on enhancing **country level collaboration**
- Active partnerships for **resilience building** in **70 countries**
- Commitment to **scale up** joint efforts in the **Sahel region**



Recent efforts:

- Preparations for **2021 Food Systems Summit**
- Combined efforts in **COVID-19 response**
- Joint Programme on **Rural Women's Economic Empowerment (JPRWEE)**
 - UN Women

Partnerships examples

Greater nutritional impact

FAO IIFAD Investing in rural people
Scaling Up NUTRITION Business Network
ENGAGE • INSPIRE • INVEST

School Health & Nutrition

FAO IIFAD Investing in rural people UNICEF WHO THE WORLD BANK
GLOBAL ROAD NETWORK FOR EDUCATION

HIV/AIDS

UNHCR The UN Refugee Agency ILO UNAIDS

Conflict, Fragility and violence

UNHCR The UN Refugee Agency sipri FRONTLINE NEGOTIATIONS
CENTRE OF COMPETENCE ON HUMANITARIAN NEGOTIATION

Gender Equality

FAO IWDA UN WOMEN BILL & MELINDA GATES foundation GALLUP

Social Protection

IDB Inter-American Development Bank THE WORLD BANK ADB Asian Development Bank

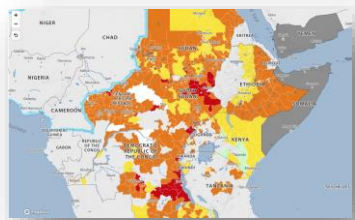
Farm to Market Alliance

AGRA Rabobank syngenta BAYER

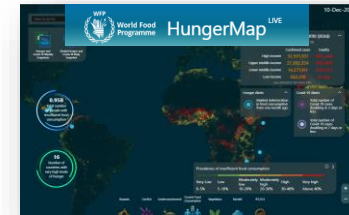
...

75% of WFP's food and cash-based assistance is provided through NGOs (~1,000)

In recent years, WFP has strengthened evidence generation activities for improving its policies and operations



Assistance in data collection, analysis and use



Real time hunger monitoring



Impact of climate hazards on the most vulnerable communities



Fill the Nutrient Gap (FNG)



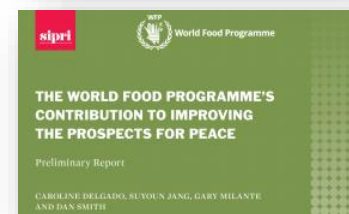
The State of Food Security and Nutrition in the World (SOFI)



School health, food security and nutrition

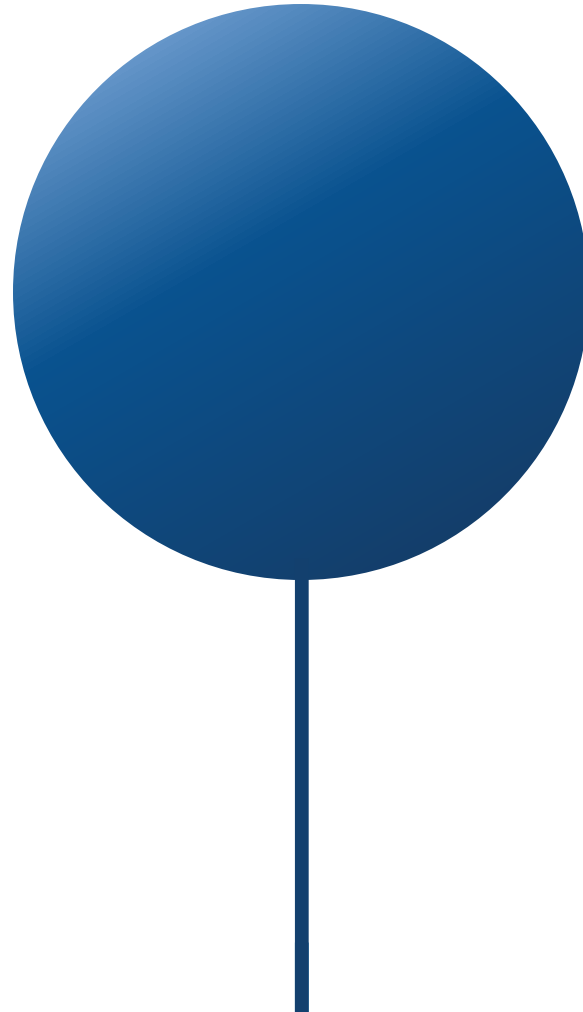


Climate risk profiles



Relationship between hunger and conflict

Appendix



Since the last Strategic Plan, significant UN Resolutions and Reforms have been adopted that effect the environment in which WFP operates

Resolution 2417 on hunger

Adopted in 2018, the resolution paves the way to **address conflict-induced hunger** around the world and condemns the **unlawful denial of humanitarian access to civilian populations** and wilfully impeding relief supplies needed for responses to conflict-induced food insecurity.

In the report *Monitoring food security in countries with conflict situations*, WFP and FAO provided the UNSC with up-to-date food insecurity information and underlined the urgent need to target efforts towards **resolving conflict to end hunger**. WFP now regularly briefs the UNSC on challenges related to hunger and conflict. Additionally, **climate change** has been asserted **as one of the drivers of conflict** within UNSC debates and thus, requiring approaches combining conflict prevention and climate resilience for the UN.



Resolution 72/279 on UN Reform

Adopted in 2018, the resolution repositions the UN Development System (UNDS) to be “**more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented**” and respond to national development needs and priorities in the light of the **2030 Agenda for Sustainable Development**.

WFP has been actively engaged in UNDS reform at all levels, including the creation of additional capacity in the New York office. WFP’s top management is actively engaged through the **eleven inter-agency Task Teams**. At the country level, WFP COs are actively engaged in **Common Country Analysis and UNSDCF development**. At regional level, WFP is contributing to framing the new regional inter-agency architecture through **the Regional Collaborative Platforms** and related mechanism.

Summary lessons from mid-term Reviews (MTRs), Evaluations and MOPAN Assessment

- **Brief overview of the main findings and recommendations** from reviews, evaluations and the first ever evaluations of **Country Strategic Plans (CSPs)** that have been carried out since the beginning of the current Strategic Plan (2017)
- **High level summary** providing a foundation to add further lessons learned

Key findings:

- Since the introduction of the United Nations Strategic Development Cooperation Framework (UNSDCF), replacing the UNDAF, WFP has made every effort to ensure **alignment with national governments development priorities and those described in the UNSDCF, with clear transition strategies linking relief efforts to recovery and longer-term development.**
 - The SDG2 and SDG17 upon which the current Strategic Plan focuses are considered as those that best reflect WFP's mandate.
- **Accessing funding for emergencies has been less challenging than for resilience and development programmes.** CSPs are influenced by donor funding preferences.
 - If WFP is to engage more seriously with development partners, it needs more predictable funding and there must be more widespread acceptance of its dual mandate both internally and externally.
- **Adherence to cross-cutting principles is difficult in complex operational environments.**
 - It is critical that these principles are resourced and built into the Strategic Plan and CSP design **to achieve more transformative results in gender, protection, accountability to affected populations (AAP) and climate change.**
- **Monitoring approaches and tools** must be strong for WFP to **demonstrate results achieved.**
 - Some areas such as **capacity strengthening/South-South and triangular cooperation, resilience and food systems** will require the further development of metrics.

Recommendations of the Strategic Plan MTR

1. Given WFP's mandate and experience, the focus of its Strategic Plan on **SDG 2 and SDG 17** is appropriate and aligned with the organization's expected role. **This focus should remain** and will ensure that the contribution of WFP's work to **other SDGs** is both maximised and captured.
2. WFP strategic results **lack quantification** and thus should be revisited to explicitly align them with the duration of the next strategic plan. They should be **quantified, costed and clearly articulate** WFP's value proposition.
3. Having **focus areas** introduces additional fragmentation that **complicates the formulation of strategic and holistic outcomes**. WFP may want to revisit this concept for the next strategic plan in favour of a simpler categorisation of its work.
4. WFP should reformulate its **programmatic offer** based on learning to date.
5. The **CRF** would benefit from greater simplicity and clarity, and more needs to be done to advance reporting on **resources to results**.
6. The development of **theories of change** would help WFP in decision making, evaluation and performance management.
7. The design of first-generation CSPs has been influenced by : **(1) Need for shift in mindset** that allows WFP to promote and invest in strategic partnerships and **sustainable results**, while still maintaining and providing emergency assistance; **(2) Country Offices must be empowered to strengthen national capacities, build resilience and foster self-reliance**, and test and scale up successful pilots and initiatives for resilience.
8. WFP needs to strengthen the **coherence of its interventions across the triple nexus** to meet the challenges posed by global trends such as climate change, conflicts, displacement and migration.
9. The capacity to respond to **unexpected shocks** must also remain a priority for WFP. As such, WFP's role in **preparedness and response to key global challenges**, such as pandemic outbreaks, should be explicitly articulated in the new strategic plan.
10. WFP's **second strategic goal** (SDG17) offers opportunities to develop **strategic** (as currently is the case for school-based programmes) **and operational partnerships** with a wide range of actors, including within the private and finance sectors.
11. WFP should ensure that all **policies on cross-cutting issues are fully reflected in the formulation of the new strategic plan** and that adherence to these principles can be **systematically pursued**.

Recurrent lessons and key issues highlighted in the CSP MTRs

- 1 Alignment with **national development goals** is critical, as is clear **alignment** with the **UNSDCF**.
- 2 Importance to support scalable **social protection** networks which can include additional caseloads in the event of a shock.
- 3 The need to work on ensuring the continuum between humanitarian, development and peace work– the **triple nexus**.
- 4 Integrated Context Analysis helped WFP position its **resilience** work, and there is a need to apply resilience concepts in urban environments and a need to integrate IPC tools.
- 5 Greater focus and **integration** across WFP activities, and with partners: the need to have convergence of different interventions within the same geographic area.
- 6 Gender must be further **mainstreamed**; gender-transformative programming requires WFP to increase its work on programming for gender equality and women’s empowerment measures into all activities.
- 7 Mixed results in **accountability to affected populations** – WFP systematically raise awareness with beneficiaries on their entitlements and rights. Recourse mechanisms are critical in getting feedback from beneficiaries on services provided and reports on potential abuses and fraud that might be associated with WFP’s programmes.
- 8 School **meals programmes** are an **investment in human capital**, and an opportunity to create multiple benefits for the community through linking these programmes to **smallholder farmers’** production.
- 9 The **CRF** must: (1) improve measures for resilience, food systems, CCS and SSTC; (2) have more continuity with monitoring metrics; and (3) invest in strengthening local and national monitoring capacity.
- 10 WFP needs an HR strategy that ensure COs have adequate **staffing to implement** the CSPs.

Key Findings from Evaluations 2017-2019

- 1. Emergency Preparedness and Response.** WFP has further enhanced its capacity to respond to the increasing number and scale of complex emergencies. WFP's ability to rapidly scale up, even in politically sensitive and remote areas, is impressive and is credibly associated with real food security improvements. It was also noted that WFP still faces significant challenges in its desire to deliver high-quality, rights-based and truly impactful responses with clear transition strategies.
- 2. Humanitarian Principles.** There is also the related question of how WFP and the wider humanitarian community define a successful humanitarian response. For WFP, there is a need to pay greater attention to a principled approach and place beneficiary concerns and expectations more centrally within its emergency response.
- 3. Cross-cutting Issues.** WFP still needs to fully appreciate the importance of achieving sustainable cross-cutting results and how this contributes Integrated Road Map and the 2030 Agenda. Insufficient financial commitments have limited progress in achieving cross-cutting objectives. Accountability to affected populations has overall been inconsistent at best, despite some recent progress.
- 4. Humanitarian Funding.** Despite increasing needs and recurrent shortfalls, WFP has succeeded in mobilizing humanitarian funding albeit from a relatively small pool of government donors who largely provide earmarked contributions, a substantial portion of which must be spent within one year.
- 5. Development and Resilience Funding.** WFP has been unable to address disparities in *what* is funded, disproportionately affecting operations in less visible crises and in resilience building and development activities. To maintain and grow this type of work, WFP should "speak and act with one voice" regarding its dual mandate and priorities.
- 6. Social Protection.** WFP is well positioned to contribute more to safety nets and social protection programming. WFP should sustain a high-level of commitment in this area and align its efforts with those of the governments it intends to support. Short-term, unpredictable funding and donors' perceptions about the role of WFP in longer-term programming have at times put WFP at a competitive disadvantage in work focused on social protection.
- 7. Resilience.** WFP has the foundations for and high-level strategic commitment to supporting the enhancement of resilience in order to avoid recurrent crises. These commitments need to be grounded in operational realities and complemented by the development of better guidance, measurement and systems.
- 8. Partnerships in Emergencies.** WFP was found to have widened its range of partnerships, which has enhanced its ability to reach affected people during emergency response. WFP should pursue more equitable approaches to partnerships to include improved and consistent risk management with partners in insecure contexts.
- 9. Performance Measurement in Emergencies.** WFP has invested in its results frameworks, which has led to a focus on the efficiency of emergency responses. WFP should ensure tracking of emergency response performance over time and across locations.

Key Findings from the first wave CSP Evaluations

OEV also published the first wave of evaluations covering four individual CSPs in late 2020, representing a key moment in taking stock of WFP's ongoing work to save lives and change lives.

Four key lessons emerging from the different contexts that prevail in Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste included:

1. The CSP proved to be an effective platform to improve strategic focus and alignment, but the Government signature on CSP document is not enough to ensure sustainable transition towards full national ownership. **Fundamental assumptions on the readiness of government to fund**, and take on, WFP streams of work were presented as a given in the CSP design phase but have not held true during **implementation**.
2. The higher flexibility in funding and longer-term partnerships expected from the CSP approach have not yet materialized and this **continues to hinder WFP's ability to respond to emerging needs**.
3. The CSP has led to better integration of **gender equality** and protection, but more can be done to fully **achieve gender-transformative results**.
4. Linking **resources to results** remains a challenge and limits the capacity for cost effectiveness analysis and for adaptive management.

Key areas of common recommendations from the four CSP evaluations included the following, noting that WFP should:

1. Strengthen efforts to engage with governments and other stakeholders in strategic planning processes and **partnerships**, as well as boost **fundraising**, for development-type work.
2. Institute stronger **monitoring** function and protocols and better use of data.
3. Reappraise and reinforce WFP's current approaches and methods for **capacity strengthening and policy advocacy**.
4. Ensure that **gender-transformative** approaches are integral and core to the design of CSPs.
5. Have a more **comprehensive and coordinated approach** to protection, exclusion risks, the environment, conflict sensitivity, and **accountability to affected populations**.

Key findings from the 2017-2019 MOPAN assessment

The Multilateral Organisation Performance Assessment Network (MOPAN) assessed WFP's performance in 2017-18, on four dimensions of organisational effectiveness – **strategic, operational, relationship and performance management**.

Overall, the assessment found that WFP was steering an **ever-clearer path towards maximising its strengths and capacities** to respond to humanitarian and development needs with speed and agility. WFP had successfully aligned its **clear and cohesive long-term vision to SDG 2 and SDG 17**, which were commensurate with its **dual humanitarian and development mandate and the comparative advantages** it offers in the field. Ongoing reforms were equipping WFP to even better deliver on these objectives, with the shift in focus to country level operations and preparing the **organisation to be an enabler as well as an implementer**.

Key areas for improvement:

1. WFP had a clear **strategic** direction geared to key functions, intended results and the integration of relevant cross-cutting priorities. However, sustained **commitment** to and **performance** on **cross-cutting issues** at all levels continued to be **mixed**.
2. WFP's operational management, assets and capacities were organised around the strategic direction of the Organization and intended results, to ensure relevance, agility and accountability. **Workforce planning** remained a key structural challenge with the potential to adversely affect success.
3. The assessment concluded that WFP was engaging in inclusive **relationships**, but there were still **several gaps in contributions to national policy development and system reforms**, including linking relief efforts to recovery and longer-term development results.
4. Systems were geared to manage development and humanitarian results and the use of performance information; however, the use and quality of **performance data and evidence remained a weak point**. The CRF should be refined and further improved to fully **assess cost-effectiveness**.
5. The assessment found that WFP's ability to respond; to deliver results; and to make the shift "from implementer to (also) that of enabler" was influenced to a great extent by **resource limitations and donor funding practices**. Advocating for **increased predictability of resourcing** was identified as main area for improvement.
6. While WFP's current strategic plan was conceptually sound, the report encouraged **further clarification and ongoing dialogue** so that all relevant stakeholders **understand, agree and contribute** to its efforts to collaborate in the **development** space.



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