



**WFP EVALUATION**

# Evaluation of the WFP South-South and Triangular Cooperation policy

October 2021

Round Table



WFP  
World Food Programme

SAVING LIVES  
CHANGING LIVES

# Overview of the evaluation



Selected evaluation features:

- Retrospective construction of the **theory of change**
- **Remote field missions** in Benin, Burundi, Republic of Congo, Ecuador, Egypt, India, Sri Lanka
- **Desk reviews “plus”** in Bangladesh, the Dominican Republic, Kenya, Malawi, Zimbabwe
- **Review of comparator organizations:** IFAD, FAO, UNICEF
- **Thematic case studies:**
  - *social protection and safety nets, including school feeding*
  - *smallholder support and market access*
  - *nutrition*
  - *emergency preparedness and response*

# Policy context



## EXTERNAL

- SDGs commitments; BAPA+40; UN development system reform;
- SSTC as preferred approach for capacity strengthening and networking
- Growing demands driven by climate crisis and pandemic



## INTERNAL

- WFP's engagement pre-dates the 2015 policy
- Introduction of CSPs
- Greater emphasis on capacity strengthening and work across the triple nexus

# Policy objectives

- Support country-led efforts towards strengthening national capacities to make progress towards the SDGs
- Stimulate innovative practices
- Expanding funding sources for food security and nutrition



# Evaluation findings – Quality of the policy



## FULLY MET QUALITY CRITERIA

- Context analysis
- Consultation during policy development
- Conceptual clarity



## MAIN SHORTCOMINGS

- Implementation requirements
- Resourcing
- Roles, responsibilities and accountabilities
- Gender, diversity and inclusion

# Evaluation findings – Results



Improvement in national capacities



Strengthened regional and global partnerships



Some examples of resource mobilization



Support to capacity strengthening and partnership objectives



WFP expanded its reach to populations



WFP better recognized for its dual mandate

# Evaluation findings – Results

## SSTC mainstreaming



Most advanced in nutrition, and climate and disaster risk reduction



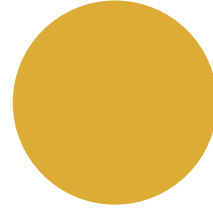
Still nascent in the areas of smallholder support and market access, and emergency preparedness and response

# Evaluation findings – Factors explaining results



## ENABLING FACTORS

- Increased emphasis on *Changing Lives* agenda
- Role of SSTC Team in PRO
- Role of Centres of Excellence
- Championing from individual staff members
- Access to earmarked funding

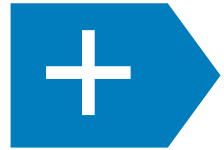


## CONSTRAINING FACTORS

- Unclear roles and responsibilities
- Unclear interface between regional bureaux, country offices and Centres of Excellence
- Lack of clear expected results, set objectives and guidance for SSTC mainstreaming



# Conclusions



Evaluation results largely positive



Broader scope, quality of support and systematization of WFP's engagement in SSTC



**WFP seen as respected SSTC broker** in school feeding and, increasingly, in nutrition



Normative framework adequate in 2015 – now partly outdated



**Margins to expand WFP's strategic use of SSTC** – building on known comparative advantage (field presence and networks)



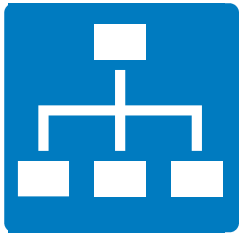
Risks derived from reliance on extra-budgetary resources

# Recommendations

## Strategic



Revise the SSTC policy based on an agreed upon and widely shared corporate vision



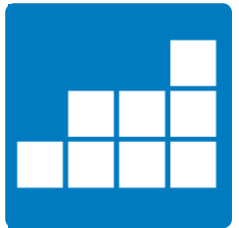
Ensure that SSTC considerations are reflected in second-generation CSPs and any relevant new corporate frameworks and policies

# Recommendations

## Operational



Strengthen approaches for evidence generation and learning from WFP-supported SSTC



Support development and dissemination of guidance for programme staff on integrating SSTC in different areas



Continue to strengthen staff capacity for SSTC at different levels



Continue to contribute to system-wide SSTC engagement including by leveraging partnerships with other UN entities and RBAs