



**WFP EVALUATION**

# Evaluation of Afghanistan WFP Country Strategic Plan 2018-2022



World Food Programme

SAVING LIVES  
CHANGING LIVES

October 2022

Round Table

# CONTEXT

- Over four decades of conflict
- Highly prone to recurring natural hazards
- High unemployment and inflation rates
- COVID-19
- Alarmingly high levels of food insecurity and malnutrition
- 3.7 million children out of school and between 60-75 percent are girls
- Widespread gender inequalities





# WFP CSP IN AFGHANISTAN 2018–2022

## Six strategic outcomes

(% of needs-based plan as of May 2021 Budget Revision 4) | DSC (8%) and ISC (6%)



40%

Vulnerable people are able to meet their food and nutrition needs during and immediately after emergencies through 2022

**S01**



17%

Vulnerable people are increasingly able to meet their food and nutrition needs on their own by 2022

**S02**



17%

Vulnerable people at each stage of the life cycle in target areas have improved nutrition by 2022

**S03**



3%

People throughout the country can have access to a wide range of fortified nutritious food products at affordable prices by 2022

**S04**



1%

National and subnational institutions have a strengthened policy approach to food security and nutrition by 2022

**S05**



8%

The humanitarian community has enhanced capacity to respond to needs throughout the country through 2022

**S06**

# DATA COLLECTION METHODS



## Mixed methods including:

- **Document review** including WFP performance and financial data
- **Field site** observations in Herat, Mazar, Kandahar and Samangan despite constrained security situation and COVID-19 restrictions
- **Key informant interviews** and focus group discussions (including 450 beneficiaries)
- An **e-survey** among WFP Heads of Field Offices
- Attention to **gender** equality and women empowerment, **inclusion, accountability** to affected populations and **ethical** issues

# FINDINGS

# Q1 TO WHAT EXTENT ARE WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS, AS WELL AS WFP'S STRENGTHS?



Well aligned with the national peace and development framework for 2017–2021 and relevant sector-specific policies (e.g. Afghanistan Food Security and Nutrition Agenda Strategic Plan for 2019–2023). But WFP country capacity strengthening initiatives were not informed by a detailed assessment of national and sub-national government capacity



Relevant to the needs of the most vulnerable (emergency needs and resilience building)



Adapted well to increasing needs thanks to its comparative advantages but no strong evidence that WFP developed a comprehensive approach to resilience building



Contributed to the One United Nations objectives for Afghanistan for 2018–2021 and the humanitarian response plans

## Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES?



**SO1** Substantial scale-up of assistance in response to drought and COVID-19 pandemic contributed to a **short-term improvement or prevented a further deterioration in the food security situation**



**SO2** Initial expansion of asset creation activities and vocational training halted due to funding shortfalls. **Strong and lasting positive effects at individual level** (food consumption and incomes) but no evidence that SO2 contributed to long-term resilience at community level



**SO3 Effective moderate acute malnutrition treatment programme** despite pipeline breaks

## Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES? (CONTINUED)



**SO 4** Increased availability of **nutritious food** at local level but no significant change at national level due to limited scale



**SO 5** Contribution to the development of **shock-responsive social safety nets** and support to the establishment of the Afghanistan Food Security and Nutrition Agenda. Progress towards **institutionalization of the Agenda** hindered by lack of government funding and ownership



**SO 6** High appreciation for **WFP's supply chain and telecommunication support for the humanitarian community** (e.g. United Nations Humanitarian Air Service)



## Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES? (CONTINUED)



Protection and accountability to affected populations considered in the CSP design. Increased WFP engagement over time - opportunities for further enhancement



Great recognition by partners of WFP's appropriate management of humanitarian access issues



Significant effort made to mainstream gender into programming with variations across SOs. Gender action plan developed and gender-sensitive measures in place but limited effects on the empowerment of women



Likelihood of continuation of benefits varied widely across the portfolio. Clearest examples of sustainable community engagement found in asset creation (SO2)

# Q3 TO WHAT EXTENT DID WFP USE ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO CSP OUTPUTS AND STRATEGIC OUTCOMES?



Most activities implemented on time though delays occurred as a result of external and internal factors including funding shortfalls and movement restrictions



Response to COVID-19 seen as a good example of adaptation to changing emergency needs



Careful management of programmes, supply chains and staffing costs



Adequate selection of delivery modalities according to context, market feasibility and beneficiary preference

# Q4 WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE CSP?



CSP allowed for greater flexibility but donor earmarking and limited predictability of funding reduced WFP's ability to integrate emergency response and resilience building and agility to adapt to changing circumstances



CSP created an enabling environment for strategic partnerships

Strategic shifts expected under the country strategic plan:



- A few elements pave the way towards "more sustainable solutions in strategic result areas", but uncertain future
- Transformational linkages in strategic result areas: some synergies across SOs and a more coherent programmatic approach
- Comprehensive national-led framing of all strategic result areas": not fully materialized for reasons beyond WFP's control

# CONCLUSIONS



WFP broadly responded to the growing and massive needs of the most vulnerable people by drawing on its comparative advantages despite increasingly fragile governance and extreme insecurity



Some progress was made towards zero hunger through the various strategic outcomes, and WFP's contributions to the CSP strategic outcomes were the strongest in crisis response



In increasingly challenging circumstances, WFP's contribution to strategic outcomes depended on deeper and more long-term partnerships



WFP was able to adapt its response to COVID-19, notwithstanding some unavoidable delays and pipeline breaks

# RECOMMENDATIONS

1

Design the next CSP based on **robust context analyses** that provide the CO flexibility to adapt its response to changing needs in fluid circumstances, maintaining the focus areas of crisis response, resilience and root causes.

2

Develop a **nutrition strategy** tailored to local context and that allows for the scale up of **malnutrition prevention**

3

Conduct in-depth **gender analysis** to articulate WFP ambitions in relation to gender transformation and social inclusion taking into consideration the highly constrained environment

4

Enhance the effectiveness and sustainability of **resilience building activities** and expand them as conditions allow and where there is a medium-term perspective

5

Strengthen collaboration and coordination with **key partners**

## FLEXIBLE IMPLEMENTATION