



**WFP EVALUATION**



**WFP**  
World Food Programme

SAVING LIVES  
CHANGING LIVES

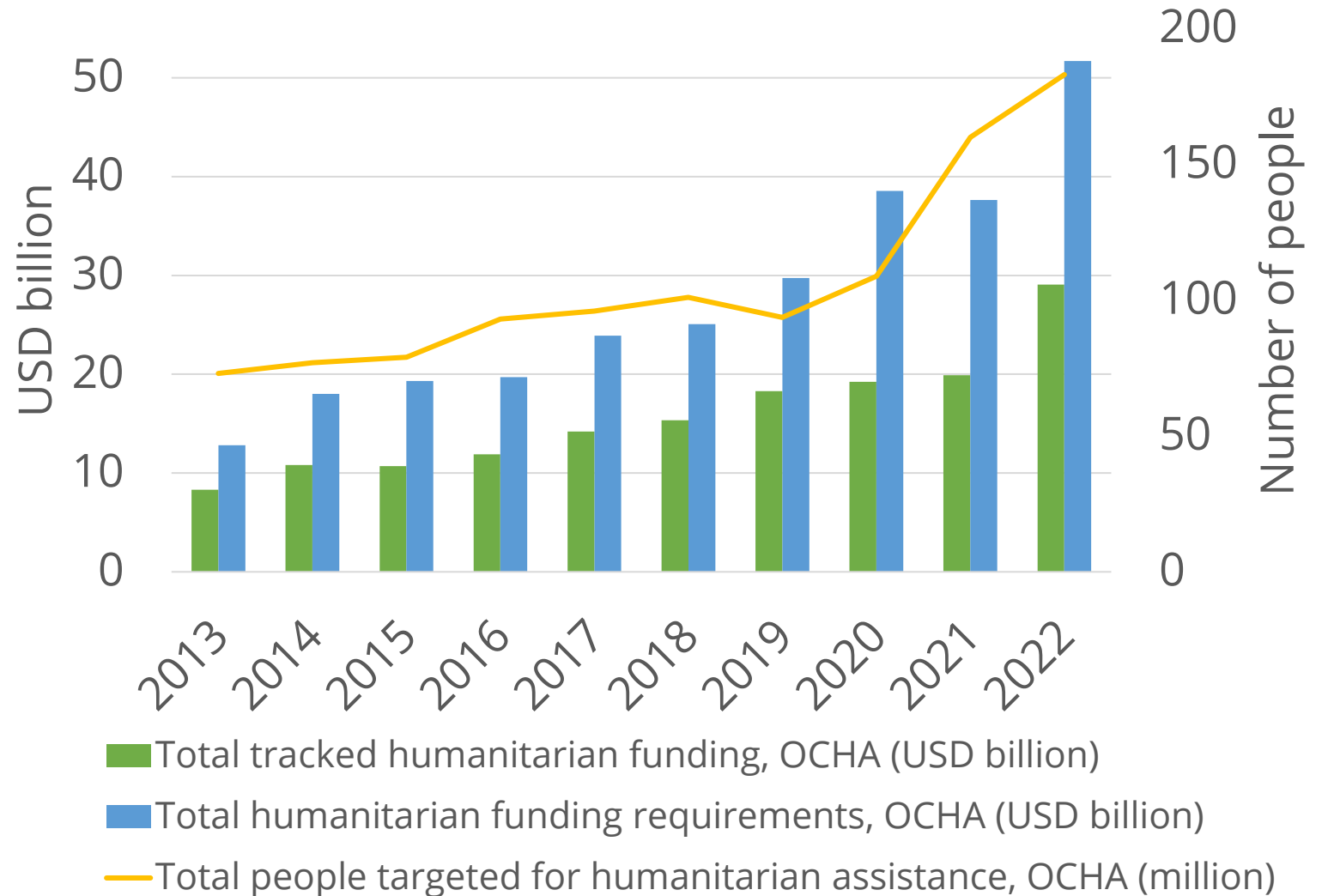
# Evaluation of WFP's Policy on Country Strategic Plans

May 2023

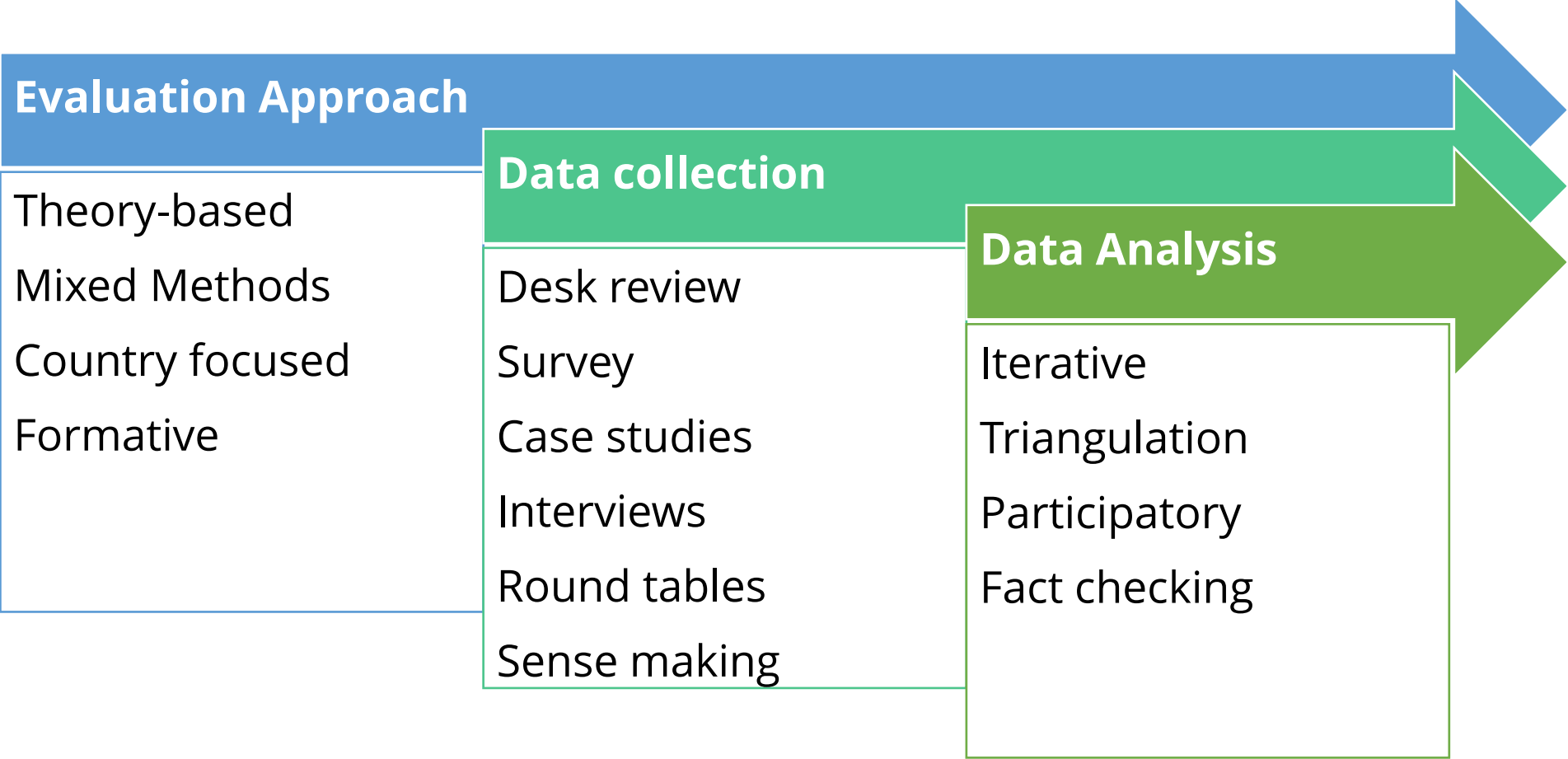
Round Table

# CONTEXT

- 2030 Agenda for Sustainable Development
- World Humanitarian Summit
- United Nations development system reform



# EVALUATION APPROACH AND METHODOLOGY



# CSP POLICY PROJECTED IMPACTS



# HOW GOOD IS THE POLICY ?



Relevant, timely and coherent



Aligned with wider WFP Policy and Strategic framework



Clarity of intentions but insufficient elaboration on WFP's comparative advantage



# WHAT ARE THE RESULTS OF THE POLICY?



## A. STRATEGIC REPOSITIONING

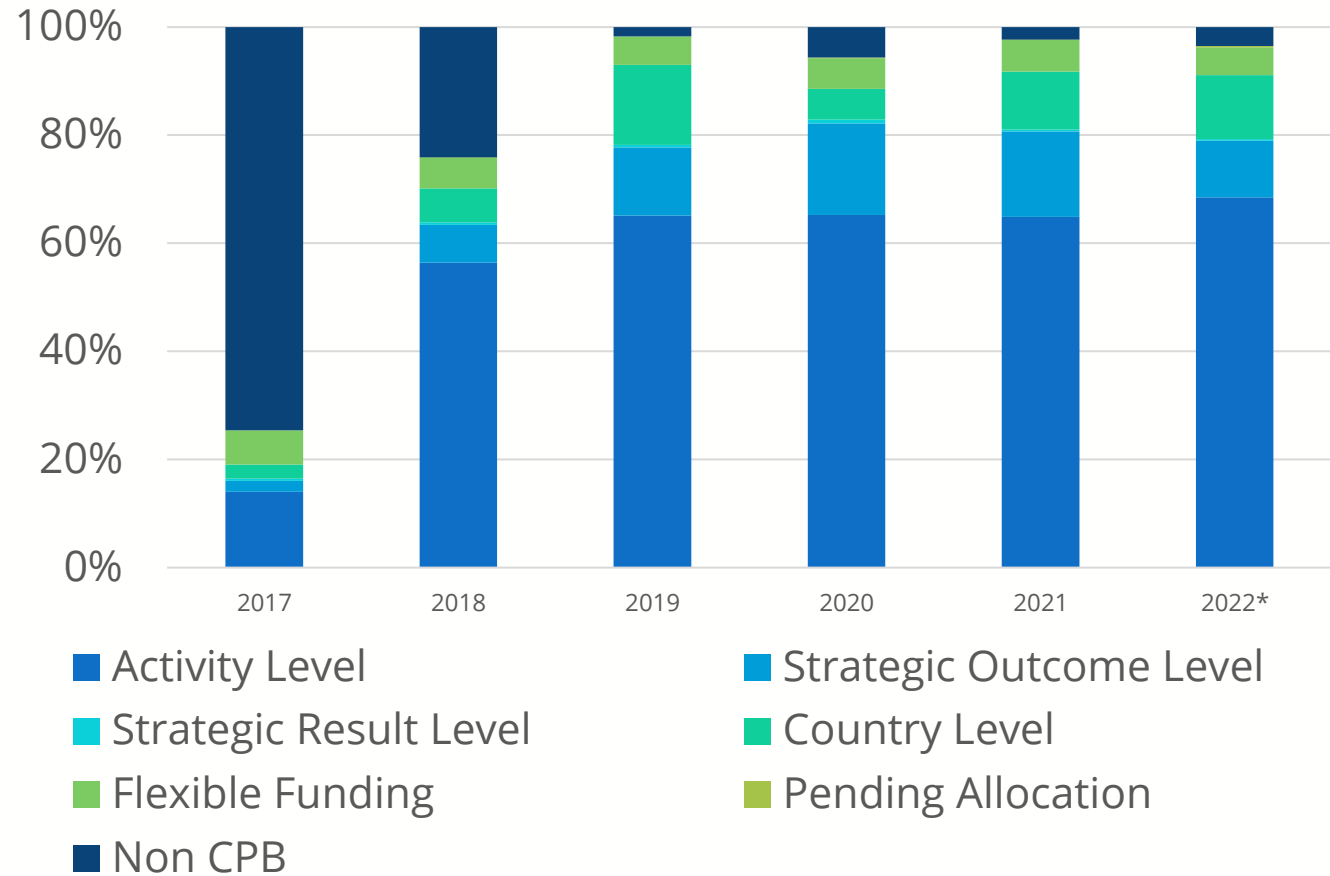
- Increased alignment and harmonization with national priorities and UN framework
- Greater engagement with partners but Insufficient attention to sustainability during implementation
- Positioning in both the “saving lives” and “changing lives” agendas proved to be challenging at times

# WHAT ARE THE RESULTS OF THE POLICY?

## B. PROGRAMMING QUALITY AND RESULTS

- Enhanced effectiveness
- Expected flexibility not yet fully materialized

Contributions to WFP by level of earmarking

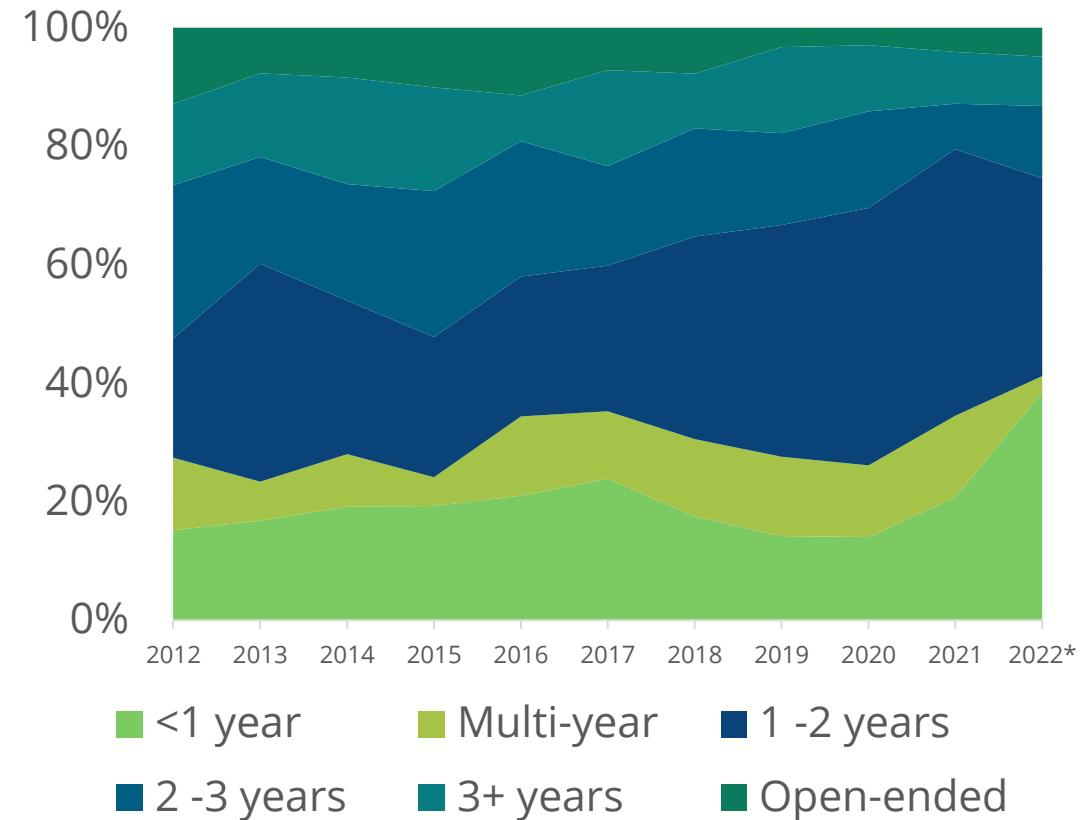


# WHAT ARE THE RESULTS OF THE POLICY?

## C. MANAGEMENT, GOVERNANCE AND ACCOUNTABILITY

- E.B. strategic guidance increased, but efficiency gains not fully realized
- Challenges for Results Based Management
- Staffing and funding not fully aligned with enabling role

Duration of grants to WFP, weighted by value

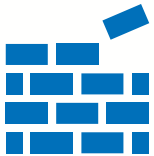




# UNINTENDED OUTCOMES



Zero Hunger strategic reviews contributed to furthering national policy agendas and priorities.



- Line of sight requirements introduced some fragmentation in CSP design and silos effects in implementation



Emergency response and supply chain related work have become less visible in the CSP narrative

# KEY SUCCESS FACTORS/OPPORTUNITIES



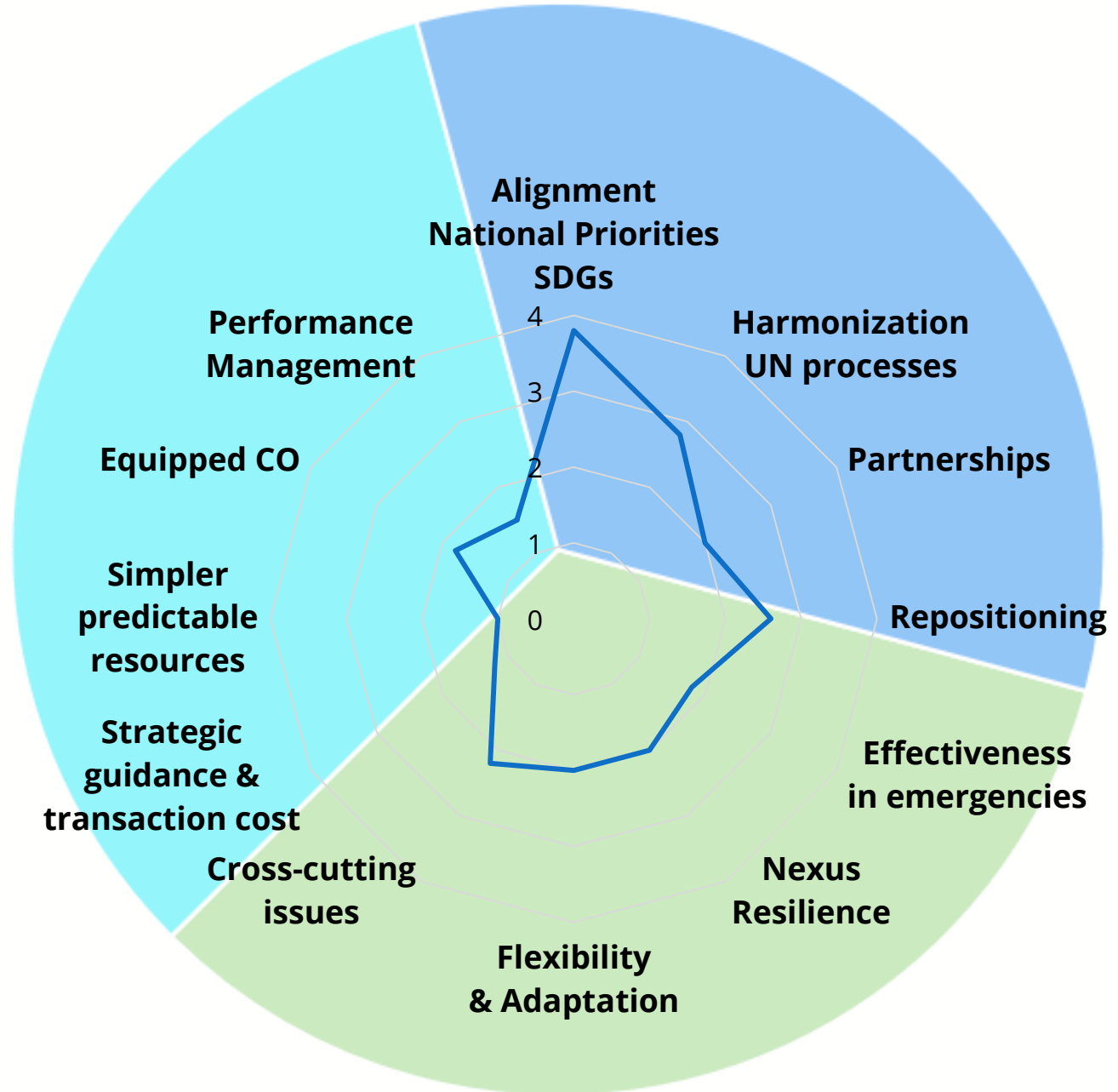
- Leadership of the change process
- CD commitment and persistence
- WFP staff enthusiasm and commitment
- Financial resources for specific priorities
- Endorsement and ownership by national governments
- Growing demand for WFP services and support to service provision

# KEY RISK FACTORS / CHALLENGES



- Frequent changes to frameworks, tools, and guidance
- Different CO realities
- Reliance on voluntary contributions
- Staff recruitment and programme design as a function of funding models.
- Insufficient clarity on WFP comparative advantages
- Inadequate knowledge management systems
- Radical changes in the global context

# CONCLUSIONS



# RECOMMENDATIONS

- 1** **EMBRACE A MORE STRATEGIC AND LEANER APPROACH TO THE CSP FRAMEWORK**
- 2** **STRENGTHEN SUPPORT AND RESOURCES DEDICATED TO COUNTRY STRATEGIC PLANNING AND EARLY STAGES OF CSP IMPLEMENTATION**
- 3** **FURTHER SIMPLIFY PROGRAMME APPROVAL AND REVIEW PROCESS TO ENHANCE EFFICIENCY AND FLEXIBILITY AND REDUCE TRANSACTION COSTS**
- 4** **STRENGTHEN AND STREAMLINE ACCOUNTABILITY AND LEARNING FOR RESULTS–BASED MANAGEMENT**
- 5** **DEVELOP A CLEAR SHARED UNDERSTANDING AND VISION FOR WFP WORK ACROSS THE HUMANITARIAN–DEVELOPMENT–PEACE NEXUS**
- 6** **FURTHER UPSCALE THE PROCESS OF STRATEGIC WORKFORCE PLANNING AND FURTHER PRIORITIZE WORK ON SKILLS DEVELOPMENT IN LINE WITH THE WFP PEOPLE POLICY AND EVOLVING NEEDS**