



WFP EVALUATION

Evaluation of WFP's Policy on Country Strategic Plans



World Food Programme

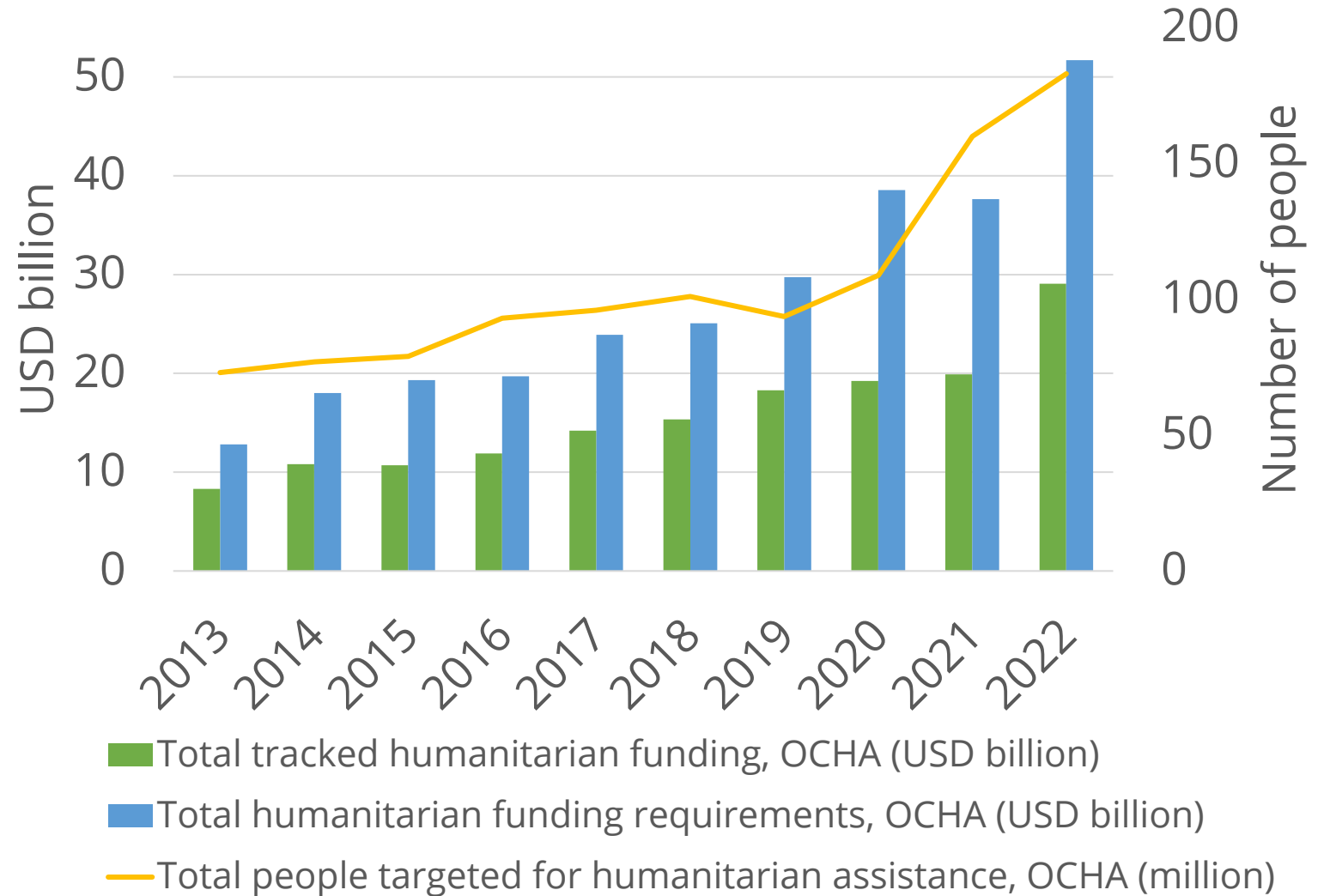
SAVING
LIVES
CHANGING
LIVES

June 2023

EB.A/2023

CONTEXT

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



CSP POLICY EXPECTED RESULTS AND EVALUATION SCOPE



KEY FINDINGS



A. STRATEGIC REPOSITIONING

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



B. PROGRAMMING QUALITY AND RESULTS

- Enhanced effectiveness
- Expected flexibility not yet fully materialized



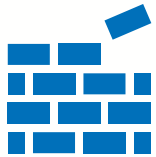
C. MANAGEMENT, GOVERNANCE AND ACCOUNTABILITY

- EB strategic guidance increased, but efficiency gains not fully realized
- Challenges for Results Based Management

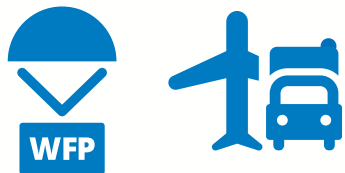
UNINTENDED OUTCOMES



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 FACTORS EXPLAINING RESULTS



Opportunities

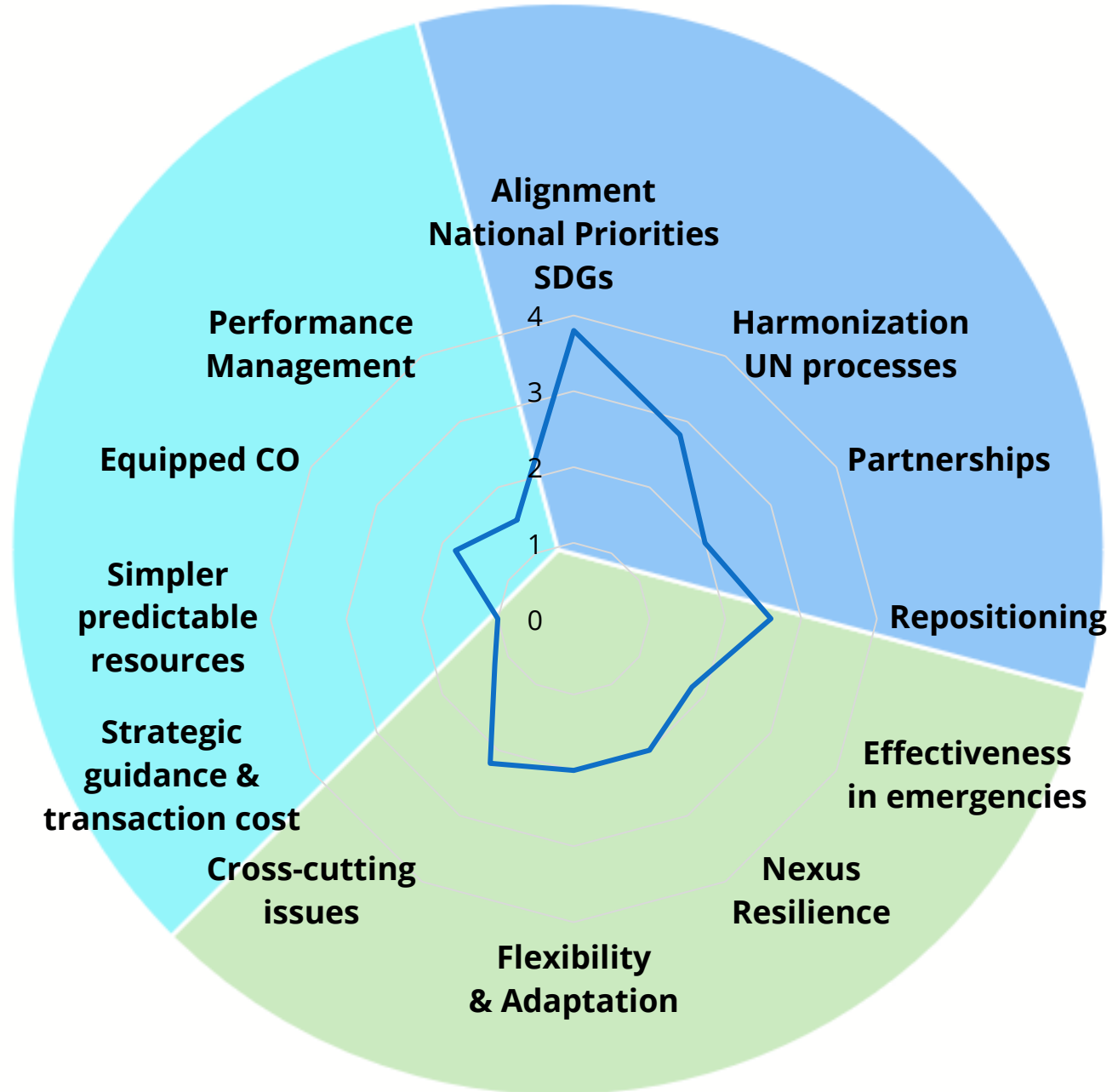
- Leadership of the change process
- CD commitment and persistence
- WFP staff enthusiasm and commitment
- Financial resources for specific priorities
- Growing demand for WFP services and support to service provision



Risks

- 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**