



WFP EVALUATION

Evaluation of Ethiopia WFP Country Strategic Plan 2020–2025

WFP Executive Board – November 2025



World Food Programme

SAVING
LIVES
CHANGING
LIVES



Insight 1: Strategic positioning

- WFP areas of intervention **highly relevant to needs** in Ethiopia
- Relevant **shift in focus** from southern to northern Ethiopia in response to changing needs – but WFP Country Strategic Plan provided insufficient preparedness levels & strategic guidance
- Ambitions for **shift from humanitarian assistance to resilience building** aligned with government vision – but based on overoptimistic assumptions & hindered by limited programme integration
- Diverging views of **WFP comparative advantages** – funding not fully aligned to dual-track approach



Insight 2: Results

- **Unprecedented levels of assistance to crisis-affected populations** broadly effective and helped them meet basic food & nutrition needs
- **School feeding & nutrition interventions** contributed to both crisis response & resilience – but faced challenges
- Implementation of **resilience initiatives** fell behind ambitions & results were not well captured
- Progress made on advancing **gender equality considerations** & improvements to **accountability to affected people**, but **protection considerations/PSEA** require further enhancement



Insight 3: Challenges

- WFP has been confronted with **stark ethical dilemmas** & subject to risk of compromising humanitarian principles
- **Some implementation arrangements** challenged WFP's ability to ensure that assistance reached those most in need without discrimination
- **Prevailing risks** correctly identified, but likelihood & impact underestimated; insufficient measures taken for prevention and mitigation
- **Monitoring & evaluation** evolved, but weaknesses remain & progress towards outcomes insufficiently captured
- High-levels of stress, management turnover, and fears about job security negatively affected **staff motivation, productivity and wellness**

Recommendations

- 1 Identify & explicitly address areas of uncertainty to ensure **strategic direction of next CSP** remains relevant over time
- 2 Continue shift from **“saving lives”** to **“changing lives”** agenda
- 3 Ensure a conducive environment for **principled humanitarian responses**
- 4 Improve **ability to demonstrate results**, in particular, for resilience & cross-cutting areas
- 5 **Accelerate shift** from in-kind to cash-based assistance
- 6 Improve **planning for staffing needs** to ensure agility and continuity in strategic direction