Evaluation of Nepal
WFP Country Strategic Plan 2019-2023

July 2023
Informal consultation
## WFP CSP in Nepal 2019-2023

**Six Strategic Outcomes**

With indication of share of needs-based plan as of December 2021 (Budget Revision 4)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicator</th>
<th>Share</th>
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<tbody>
<tr>
<td><strong>SO1</strong></td>
<td>Affected populations with timely food and nutrition during and in aftermath of natural disasters and other shocks</td>
<td>9%</td>
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<tr>
<td><strong>SO2</strong></td>
<td>Food insecure people in targeted areas with improved nutrition throughout the life cycle</td>
<td>46%</td>
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<tr>
<td><strong>SO3</strong></td>
<td>Vulnerable communities in remote areas with improved food security and resilience to climate and other shocks</td>
<td>26%</td>
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<td><strong>SO4</strong></td>
<td>National institutions with strengthened capabilities to provide food security and nutrition services and to respond to crises</td>
<td>14%</td>
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<tr>
<td><strong>SO5</strong></td>
<td>Support for inclusive and coherent policy frameworks across all spheres of government</td>
<td>3%</td>
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<td><strong>SO6</strong></td>
<td>Humanitarian and development partners have access to reliable common services</td>
<td>2%</td>
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Data collection methods

- Theory based
- **Mixed methods approach**: literature and data review, semi-structured interviews, focus groups, observation and survey
- Attention to gender & inclusion; and ethical considerations
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?

CSP responded to identified needs; aligned with national policies and priorities; adapted to evolving context

Transformative potential would be enhanced by:
- Stronger linkages amongst SOs
- Clear positioning of WFP's role in climate change
- Mainstreaming policy support across SOs

Potential UN partnerships not fully exploited esp. Rome Based Agencies
Q2 What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes?

Crisis response (SO 1 and SO6)

- Provision for crisis response (dormant SO1) enabled swift crisis response when needed

- Significant variations between planned and actual beneficiaries - changed needs, funding and costs

- Crisis-affected populations - Positive results in nutrition; modest results for cash-based transfers

- Effective service provision to humanitarian partners - supply chain; cash transfer management
**Q2 What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes?**

**Resilience building (SO2, SO3 and SO4)**

- Improving local infrastructure & enhanced livelihoods helped strengthen community resilience

- Intersections between climate-resilient agriculture & home-grown school feeding pilots improved nutrition

- Focus on breadth limited potential for wider transformative gains

- Valuable support to emergency preparedness & logistics (government & partners)

- Broad scope of emergency preparedness and response, but challenges for institutionalization
Q2 What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes?

Root causes (SO2 and SO5)

- Nutrition outcomes (maternal & child health) mostly achieved; SBCC effective
- School meals – positive education and nutritional outcomes; some schools handover
- Progress on rice fortification but activities incomplete - insufficient coordination, underfunding and COVID-19
- Effective & valuable policy strengthening – improved stakeholder coordination
Q2 What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes?

Crosscutting

- Adherence to humanitarian principles
- Accountability to affected population-standards but limited use of complaint & feedback mechanisms
- Gender strongly mainstreamed but limited focus on disability
- Innovative environmental protection measures but climate change not fully mainstreamed
- Combining capacity strengthening & direct assistance supported sustainability & humanitarian-development nexus – but challenges remain
Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?

Timely emergency response but delays in other activities, which WFP mitigated

COVID-19 disruptions could have been mitigated better in UN partnership

Targeting evidence based & consultative; local stakeholder consultation and attention to urban areas can be improved

Cost efficiency considered & cost savings implemented.
Lack of multi-year funding = efficiency constraints.
Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

- Good levels of resources raised, including new donors - but limited flexibility
- Monitoring data informed decision making – but resource intensive and some internal overlaps
- Strong partnerships with government & increasing UN engagement; emerging partnerships in other areas, e.g. private sector & academia
- Effective, realigned staffing structure, but capacity gaps and instability. Gender parity progressing.
Conclusions

Alignment with national priorities, adaptability, evidence-based targeting and timely emergency response

Adherence to humanitarian principles and nexus approach; environmental considerations; more scope for community consultation

Commendable evidence building and gender equality mainstreaming

Relevant shift – combining humanitarian and 'changing lives'.

Lack of clear articulation regarding integration of crisis response, resilience building & root causes; also systemic approach to capacity strengthening missing
Conclusions

Mainly effective direct assistance but focus on breadth impeded resilience impacts. Positive results from root cause interventions. External challenges impede sustainability.

Positive results for country capacity strengthening a valuable contribution, but stronger strategic partnerships needed - school feeding & nutrition - for transformative change.

Efficient implementation and timely emergency response, though challenges remain.

Successful resource mobilization yet earmarking constrained flexibility.

Strong partnerships with government - but scope for stronger co-operation elsewhere.
Recommendations

Next CSP to include more interconnected SOS, fostering links between food systems and social protection

Design an evidence-based country capacity strengthening strategy covering policy and regulatory frameworks and institutional capacities

Support the government for the design of a multisectoral, gender sensitive nutrition strategy, drawing on lessons learnt

Pursue further hand-over of the school meals programme and develop a five-year strategy outlining WFP and stakeholder support

Deepen climate change & resilience activities; improve support to local government on resilience (localization)

Help strengthen government analytical capacity – policy development and operational response